



Susan Montee, CPA  
Missouri State Auditor

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## REVENUE

# Motor Vehicle and Drivers License Processes

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March 2008  
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Office of  
Missouri State Auditor  
Susan Montee, CPA

March 2008

**The following report is our audit of the Department of Revenue, Motor Vehicle and Drivers License Processes.**

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The Department of Revenue's practice of allowing contract agents to use validation systems other than the Titling and Registration Intranet Processing System (TRIPS) could result in the misappropriation of funds that may not be detected on a timely basis or at all by the department. In addition, there is no supervisory review or approval required before manual voids and overrides are made to daily accounting reports. In addition, documentation is not always available to demonstrate that manual voids and overrides are reviewed by field coordinators. Failure to properly supervise and monitor accounting report manual voids and overrides increases the possibility that misappropriation of funds will not be detected on a timely basis.

The DMV Academy's (DMVA) field coordinators do not always adequately document procedures performed during visits to contract offices, and reports prepared by field coordinators have not been consistently reviewed for over a year. In addition, the department does not have a reliable method to ensure the local sales tax rate assessed when titling motor vehicles is always accurate.

The TRIPS Miscellaneous Accounting inventory posting function provides the opportunity for misappropriation of certain motor vehicle inventory transactions. There is currently no function in the TRIPS that will reconcile the related posted inventory to the monies validated by the Miscellaneous Accounting function to ensure all inventory transactions are properly posted and that all inventory transactions posted are valid. Additionally, it does not appear some contract offices are performing reconciliations of semi-annual physical inventories to perpetual inventory records, as required by DMVA policy and the contract agent agreement.

The department does not always solicit proposals for selection of contract agents in the state's motor vehicle and drivers licensing offices. Between September 2006 and November 2007 proposals were solicited for the selection of three contract agents; however, during the same time period six contract agents were appointed without soliciting proposals. Department management indicated that there was no documentation (either paper or electronic) supporting the decision to appoint agents without soliciting proposals, or the actual selection of the appointed contract agents. Also, the department does not have a policy which establishes minimum requirements for contract agents, including experience and educational; however, experience was included in the evaluation criteria of the proposals.

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YELLOW SHEET

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES

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STATE AUDITOR'S REPORT



**SUSAN MONTEE, CPA**  
**Missouri State Auditor**

Honorable Matt Blunt, Governor  
and  
Omar Davis, Director  
Department of Revenue  
Jefferson City, Missouri

We have audited the Department of Revenue, Motor Vehicle and Drivers License Processes. The scope of our audit included, but was not necessarily limited to, the years ended June 30, 2007, 2006, and 2005. The objectives of our audit were to:

1. Determine if the department has adequate internal controls over significant management and financial functions.
2. Determine if the department has complied with certain legal provisions.
3. Evaluate the economy and efficiency of certain management practices and operations, including certain revenues and expenditures.
4. Determine the extent to which recommendations included in our prior Department of Revenue, Division of Motor Vehicle and Drivers Licensing audit report issued for the two years ended June 30, 2001, as well as applicable findings in our prior Department of Revenue, Branch Office Conversion audit report issued for the calendar year 2005, were implemented.

Our methodology included reviewing written policies and procedures, financial records, and other pertinent documents; interviewing various personnel of the department; and testing selected transactions.

We obtained an understanding of internal controls that are significant within the context of the audit objectives and assessed whether such controls have been properly designed and placed in operation. We also tested certain of those controls to obtain evidence regarding the effectiveness of their design and operation. However, providing an opinion on the effectiveness of internal controls was not an objective of our audit and accordingly, we do not express such an opinion.

We obtained an understanding of legal provisions that are significant within the context of the audit objectives, and we assessed the risk that illegal acts, including fraud, and violations of contract, or other legal provisions could occur. Based on that risk assessment, we designed and performed procedures to provide reasonable assurance of detecting instances of noncompliance significant to those provisions. However, providing an opinion on compliance with those provisions was not an objective of our audit and accordingly, we do not express such an opinion. Abuse, which refers to behavior that is deficient or improper when compared with behavior that a prudent person would consider reasonable and necessary given the facts and circumstances, does not necessarily involve noncompliance with legal provisions. Because the determination of abuse is subjective, our audit is not required to provide reasonable assurance of detecting abuse.

We conducted our audit in accordance with the standards applicable to performance audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform our audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides such a basis.

The accompanying History, Organization, and Statistical Information is presented for informational purposes. This information was obtained from the department's management and was not subjected to the procedures applied in our audit of the department.

The accompanying Management Advisory Report presents our findings arising from our audit of the Department of Revenue, Motor Vehicle and Drivers License Processes.



Susan Montee, CPA  
State Auditor

The following auditors participated in the preparation of this report:

|                     |                        |
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MANAGEMENT ADVISORY REPORT -  
STATE AUDITOR'S FINDINGS

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
MANAGEMENT ADVISORY REPORT -  
STATE AUDITOR'S FINDINGS

|   |
|---|
| <b>1. Motor Vehicle Processing Procedures</b> |
|---|

The Department of Revenue's contract agent agreement allows the use of validation systems other than the Titling and Registration Intranet Processing System (TRIPS) to account for motor vehicle monies received by contract agent offices. This practice could result in misappropriations by contract agents. There is no required supervisory review of manual voids and overrides made to daily business (accounting) reports, and documentation is not retained in some cases to show that the changes are reviewed by field coordinators. In addition, field coordinators do not always adequately document procedures performed during visits to contract offices. Furthermore, the department cannot ensure the local sales tax rate assessed when titling motor vehicles is always accurate.

The department contracts with agents throughout the state to operate offices which provide licensing services to Missouri residents. Contract agents are provided with the TRIPS, which is both a processing and accounting system. As of December 2006, the TRIPS was fully functional in all contract offices to account for (validate) monies received for all types of motor vehicle transactions. However, as of November 2007, the TRIPS still could not be used to process certain types of complex title and registration transactions, such as abandoned vehicles or repossession titles. For these types of transactions, the monies can be validated in the TRIPS by the contract offices and documentation is then forwarded to the department to be keyed into a computer system which updates the General Registration System (GRS).

The DMV Academy's (DMVA) field coordinators are responsible for monitoring the motor vehicle and drivers licensing contract offices located throughout the state.

During our review of motor vehicle processing procedures, we noted the following:

- A. The use of validation systems other than the TRIPS provided by the department could result in the misappropriation of funds that may not be detected on a timely basis or at all by the department.

Although the TRIPS is capable of validating all motor vehicle transactions, the department contract agent agreement allows contract offices to continue to use other systems to validate transactions for up to one year from the date of contract. When a contract agent validates motor vehicle transactions on another system, the transactions, by type, must be independently posted to the TRIPS. In the event a titling transaction is validated on a system other than TRIPS, and the contract agent fails to post state and local taxes and fees associated with the transaction to



TRIPS, it is likely that the title could be processed and the department would not identify if monies have not been deposited and accounted for.

Allowing the use of a system other than TRIPS to validate motor vehicle transactions, increases the possibility that misappropriations may occur and not be detected.

B. There is no supervisory review or approval required before manual voids and overrides are made to daily accounting reports. In addition, documentation is not always available to demonstrate that manual voids and overrides are reviewed by field coordinators.

1) The department does not have a policy requiring supervisory approval or periodic reviews of manual voids and overrides to ensure they are valid and accurately recorded.

The contract agent agreement requires offices to make a deposit of each day's collections on a daily basis, but no later than the close of the second banking day following receipt. In addition, the agreement requires the agent to transmit daily accounting reports to the department on a daily basis, but no later than the next business day after deposit. However, if the daily accounting report and deposit totals do not reconcile when a shipment is closed, the department allows the contract agents to manually void transactions and permits overrides of the system to balance the report and the deposit amount at a later date.

When a customer titles a vehicle, sales taxes and a title fee must be paid, which can be substantial. If a contract office employee manually voids a transaction in the TRIPS, the monies will not be included on the daily accounting report or in the deposit. However, if the required information to stop the title from processing is not keyed, it is possible for the contract office employee to retain the sales taxes and fee collected for the transaction without being detected. In this situation, the daily accounting report and deposit would reconcile and the title will be processed through the GRS system and provided to the customer.

Our review noted two instances where contract office employees did not key, or incorrectly keyed, the required information to stop the processing of a title when a title transaction was manually voided.

2) The DMVA field coordinators have been informed by DMVA management to review manual void documentation during monthly contract office reviews. However, our review of 15 daily accounting reports that included manual voids found that in several instances adequate documentation was not retained by the respective contract offices and there was not always documentation that field coordinators reviewed manual void documentation as part of the monthly contract office visits.

Failure to properly supervise and monitor accounting report manual voids and overrides increases the possibility that misappropriation of funds will not be detected on a timely basis.

C. The DMVA field coordinators do not always adequately document procedures performed during visits to contract offices, and reports prepared by field coordinators have not been consistently reviewed for over a year.

1) Field coordinators document procedures performed and concerns noted during monthly and quarterly visits to contract offices on standardized report forms. Many of the field coordinator reports we reviewed were incomplete or appeared inaccurate. There was no indication on some reports that essential monitoring procedures were performed. In addition, there were inconsistencies in how some yes or no questions on the field coordinator reports were addressed.

2) The current forms used by the field coordinators became effective in October 2006. Prior to establishment of the current forms, the field coordinator reports were submitted to the Customer Assistance Bureau (CAB) and entered into a tracking system for monitoring purposes. However, due to the changes made to the forms, the CAB was unable to enter the information into the tracking system. As a result, the field coordinator reports have not been consistently reviewed since October 2006. The field coordinators were moved to the DMVA in May 2007 and the DMVA is currently in the process of developing new review forms.

Failure to ensure complete and accurate field representative reporting provides less assurance that field office monitoring is effective in preventing or identifying misappropriation of funds.

D. The department does not have a reliable method to ensure the local sales tax rate assessed when titling motor vehicles is always accurate.

The department collects state and local sales taxes for the registration of motor vehicles. The state rate is 4.225 percent of the net purchase price of the vehicle; however, the local tax rates assessed vary and are based on the residence of the customer. The application for a Missouri title and license does not require the customer to document the locality in which the customer resides. Although the application requires the customer's mailing address, this address is not always the locality to which the taxes are due. For example, we noted a transaction where a customer with an Affton mailing address was assessed the local sales tax rate for Affton, Missouri; however, the customer's actual taxing jurisdiction was Marlborough, which has a higher tax rate than Affton.

During our review of forty applications for motor vehicle titles, we noted five instances where contract offices assessed the incorrect local sales tax rate based on the customer's address. These five instances resulted in an undercharge of

local sales taxes totaling approximately \$650. In addition, the monies were distributed to the incorrect locality.

The current system available to the contract offices, DSAL, allows contract offices to enter the customer's physical address to determine the locality of the address. However, this system is not always accurate. Without a reliable system in place to ensure local sales tax rates assessed are accurate, the department cannot guarantee the correct amounts are collected and subsequently distributed to Missouri's localities.

**WE RECOMMEND** the department:

- A. Revise current contract agent agreements to require the use of the TRIPS system for the validation of all types of motor vehicle transactions.
- B.1. Develop a written policy requiring supervisory approval and periodic review of manual voids and overrides.
  - 2. Develop a written policy to require contract offices to retain supporting documentation for manual voids and overrides and require the DMVA's field coordinators to review the manual voids and overrides.
- C. Require field representatives to perform and document all essential monitoring procedures.
- D. Continue to investigate ways to ensure local sales tax rates are accurately assessed.

**AUDITEE'S RESPONSE**

- A. *The Department partially concurs. Prior to the implementation of TRIPS in 2006, contract offices relied solely on the separate (validation) counter systems, which do not provide the same level of internal controls that the TRIPS does. The Department will continue transitioning from the separate (validation) counter systems to TRIPS.*
- B.1. *The Department concurs. A policy requiring supervisory approval and review of manual voids was implemented in January 2008.*
  - 2. *The Department concurs. A written policy was implemented in January 2008. The Department also agrees with the importance of requiring DMVA field coordinators to review manual voids. This requirement has been a field coordinator responsibility since November 2007.*
- C. *The Department concurs. The DMVA field coordinators currently perform essential monitoring of the contract offices and communicate/document areas of concern.*

- D. *The Department concurs. All reasonable efforts are exercised to ensure local sales tax rates are accurately applied.*

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|--------------------------------|
| <b>2. Inventory Procedures</b> |
|--------------------------------|

The TRIPS Miscellaneous Accounting inventory posting function provides the opportunity for misappropriation of certain motor vehicle inventory transactions. In addition, it does not appear some contract offices are performing reconciliations of semi-annual physical inventories to perpetual inventory records, as required by the contract agent agreement.

Motor vehicle inventory records for all licensing offices are maintained by the Customer Services Division (division) on the Department of Motor Vehicle Inventory (DMVI) System, a computerized inventory system. All inventory items, including license plates, permits, decals, placards, and tabs issued to the contract offices are recorded in the DMVI System. When a motor vehicle transaction is processed in which inventory is sold, the inventory information is entered into the TRIPS, which in turn updates the DMVI System. During our review of inventory procedures, we noted the following:

- A. The TRIPS Miscellaneous Accounting inventory posting function provides the opportunity for misappropriation of certain motor vehicle inventory transactions.

The Miscellaneous Accounting function must be used to validate monies in the TRIPS for complex transactions, such as salvage titles or permanent placards. However, when inventory is sold related to a Miscellaneous Accounting transaction, the inventory detail must be separately posted in the TRIPS to adequately update the DMVI System. There is currently no function in the TRIPS that will reconcile the posted inventory to the monies validated by the Miscellaneous Accounting function to ensure all inventory transactions are properly posted and that all inventory transactions posted are valid.

Without a function in the TRIPS to reconcile inventory sold through the Miscellaneous Accounting function to the inventory that is separately posted as sold, the system lends itself to possible misappropriation of both monies and inventory by contract offices throughout the state.

- B. It does not appear some contract offices are performing reconciliations of semi-annual physical inventories to perpetual inventory records, as required by DMVA policy and the contract agent agreement.

Our review of five semi-annual inventory reconciliations noted 15,629 adjustments totaling approximately \$510,000 made by the DMVA auditors during the course of the reconciliation process. Final charges for the inventory items that could not be accounted for after the DMVA auditor's investigations were complete totaled approximately \$10,000. In addition, we observed auditors

spending significant amounts of time researching inventory item discrepancies on the inventory reconciliation, reviewing correspondence from the contract offices regarding the inventory discrepancies, and making adjustments to the DMVI System. The contract agent agreement requires the contract offices to reconcile their physical inventories to perpetual records prior to submitting the physical inventories to the DMVA auditors. A letter is also issued by the DMVA every six months to the contract offices explaining the required reconciliation procedures. Had the contract offices performed these reconciliations, many of the discrepancies may have been identified and corrected prior to the inventory reconciliations performed by the DMVA auditors.

Failure of the contract offices to reconcile physical inventory reports to perpetual records results in the use of state resources to identify discrepancies which should have been identified by the contract offices.

**WE RECOMMEND** the department:

- A. Consider developing an interface between the TRIPS Miscellaneous Accounting function and inventory posting.
- B. Enforce the DMVA contract agent agreement requiring field offices to reconcile inventory records.

**AUDITEE'S RESPONSE**

- A. *The Department concurs that the interface recommended by the State Auditor would be beneficial. Based on available resources, this recommendation will be taken under further consideration.*
- B. *The Department concurs and has consistently enforced the DMVA contract agent agreement requiring field offices to reconcile inventory records.*

**3.**

**Selection of Contract Agents**

The department does not always solicit proposals for selection of contract agents in the state's motor vehicle and drivers licensing offices. In addition, the department has not established minimum experience and educational requirements for contract agents. As a result, there is no assurance the contract agents who would provide the best quality of service to Missouri taxpayers are always selected.

- A. The department does not always solicit proposals for selection of contract agents in the state's motor vehicle and drivers licensing offices. Between September 2006 and November 2007, the department solicited proposals for the selection of three contract agents. However, it was also noted that during this same time period six contract agents were appointed by the department without soliciting

proposals, which has been a long-standing practice within state government. According to department management, the department reviews each position individually to determine whether soliciting proposals or appointing a contract agent without soliciting proposals is in the best interest of Missouri taxpayers. We requested all documentation (both paper and electronic) regarding the appointed contract agents. However, department management indicated there was no documentation supporting the decision to appoint contract agents without soliciting proposals or the actual selection of the contract agents for which proposals were not solicited.

- B. The department does not have a policy which establishes minimum requirements, such as experience and educational requirements, for contract agents. The Requests for Proposals (RFP) for contract agents did not include minimum experience and educational requirements; however, experience was included in the evaluation criteria of the proposals.

By soliciting proposals and establishing minimum experience and education requirements, the department can better evaluate and select contract agents that will provide the best service to Missouri taxpayers.

**WE RECOMMEND** the department solicit proposals for contract agents to be selected through a competitive evaluation process. In addition, the department should establish minimum requirements that must be met to be considered as a contract agent.

### **AUDITEE'S RESPONSE**

*The Department concurs, only to the extent that Missouri taxpayers are best served. Following the statutory authority provided, the Department will continue to assess the best avenue for selecting contract agents. Criteria considered related to the contract offices referenced by the State Auditor included, but was not limited to: experience, knowledge, ability for taxpayers to be served by other offices in the region during the competitive bid process, and community involvement.*

FOLLOW-UP ON PRIOR AUDIT FINDINGS

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
FOLLOW-UP ON PRIOR AUDIT FINDINGS

In accordance with *Government Auditing Standards*, this section reports the auditor's follow-up on action taken by the Department of Revenue (department) on findings in the Management Advisory Reports (MAR) of our prior Department of Revenue, Division of Motor Vehicle and Drivers Licensing audit report issued for the two years ended June 30, 2001, as well as all applicable findings in our prior Department of Revenue, Branch Office Conversion audit report issued for the calendar year 2005. The prior recommendations which have not been implemented, but are considered significant, are repeated in the current MAR. Although the remaining unimplemented recommendations are not repeated, the department should consider implementing those recommendations.

DIVISION OF MOTOR VEHICLE AND DRIVERS LICENSING

1. Motor Vehicle Processing (MVP) Section Examiner and Auditor Procedures

- A. There was not always documentation that alterations to critical items on transaction applications, such as validation, purchase calculation, inventory items sold, or fees and taxes paid, were investigated.
- B.1. Due to inadequate information on the title application, the MVP section examiners do not review local sales taxes charged to customers residing in metropolitan areas which have numerous localities.
- 2. Several transactions reviewed included incorrect sales tax calculations. MVP procedures required examiners to review the local sales tax rates charged for most cities in the state; however, these errors were not noted by the examiners.
- C. Transactions that did not meet legal or technical requirements were not always rejected as required by MVP section procedures.
- D. Two of three transactions reviewed which included "other credits", totaling \$1,400, did not have documentation supporting the credits.
- E. Written procedures for auditing shipment reports and maintaining inventory records were inadequate and outdated.



Recommendation:

The department:

- A. Follow procedures to review field office transactions for alterations to critical items, such as validation, purchase calculation, inventory items sold, or fees and taxes paid. Alterations should be investigated and resolved in a timely manner.
- B.1. Redesign the application for Missouri title and license so that the locality in which the customer lives is clearly documented.
  - 2. Ensure examiners are following established procedures for reviewing local sales taxes collected.
- C. Reject all transactions that do not meet legal or technical requirements as required by MVP section procedures. If it is not deemed cost effective to reject transactions with certain types of errors, such errors should be tracked and discussed with field officers.
- D. Ensure all transactions involving "other credits" contain adequate supporting documentation.
- E. Update written auditor procedures and ensure the appropriate personnel are aware of such procedures.

Status:

- A. Partially implemented. With the implementation of the Title and Registration Intranet Processing System (TRIPS), contract offices are no longer required to use the transaction applications to validate fees and taxes paid, calculate purchase price, or document inventory sold. However, not all offices use the TRIPS to validate all types of transactions. The DMV Academy (DMVA) field coordinators are required to review transactions during their monthly visits to monitor these areas; however, our review of monthly visit documentation noted concerns in the area of monitoring. See MAR finding number 1.
- B.1. Not implemented. See MAR finding number 1.
  - 2. This is no longer applicable. The department no longer has MVP examiners who review transactions. However, see MAR finding number 1 for comments relating to local sales tax rates assessed on motor vehicle titling transactions.
- C. Not implemented. Our audit work noted one transaction that did not meet legal requirements but was not rejected. Although not repeated in the current MAR, our recommendation remains as stated above.

- D. Transactions reviewed including "other credits" contained adequate supporting documentation.
- E. Implemented.

2. Customer Assistance Bureau (CAB) Procedures

- A. Although the CAB's function was to monitor the field offices, the CAB provided significant resources directly to the fee agents by employing approximately fifty revenue licensing technicians who processed drivers license transactions in the fee offices. In addition, numerous field representative reports indicated field representative performed fee agent duties, such as processing motor vehicle and drivers license transactions and answering the telephone.
- B. There were no written guidelines for determining the frequency of field visits to each office.
- C.1. Many field representative reports were incomplete.
  - 2. There was not always documentation that concerns noted on field representative reports were investigated and resolved by the field representative or the CAB.
- D. Field representatives were required to perform surprise cash counts in field offices on an annual basis. Cash counts were not performed for some offices reviewed and there was no documentation that the CAB investigated concerns noted during cash counts.
- E. The CAB did not follow-up on late deposits made by fee agents. In addition, the fee agent contract provided a late charge of \$50 for each day a deposit was late; however, the CAB did not enforce the late deposit penalty.
  - F.1. The CAB did not enforce the late charge for unresolved short balances.
    - 2. Field representatives did not investigate significant items comprising the field office long/short balance. Field representatives were provided with a monthly report of the long/short balance of each office; however, they were not provided with details of the transactions included in the long/short balance.
- G. There was no documentation that the field representatives performed follow up procedures on recommendations made by the department's Internal Audit Section for the fourteen audit reports we reviewed.
- H. Unidentified monies were ultimately retained by the fee agents instead of the department.

- I. The CAB field procedure manual documenting procedures to be followed by field offices and field representatives was incomplete and outdated.

Recommendation:

The department:

- A. Discontinue the practice of providing state employees to perform fee agent duties.
- B. Develop guidelines for determining the frequency of field office visits by field representatives.
- C. Require field representatives to perform and document all essential monitoring procedures. In addition, concerns noted by field representatives should be investigated and resolved in a timely manner. Documentation of follow up procedures should be maintained.
- D. Establish procedures to ensure periodic cash counts are performed. In addition, concerns noted during cash counts should be investigated and resolved in a timely manner. Documentation of follow up action should be maintained.
- E. Ensure late deposits are investigated and resolved in a timely manner. Penalties for late deposits should be assessed as provided in the fee agent contract.
- F. Develop procedures to ensure short balances are investigated and resolved in a timely manner. In addition, detailed information regarding long/short balances should be provided to field representatives to assist them in more effectively monitoring field offices.
- G. Establish procedures to ensure follow up on internal audit report findings is performed and documented on a timely basis.
- H. Develop procedures for accounting for unidentified monies collected by the fee offices. In addition the division should consult legal counsel to determine the appropriate disposition of these monies.
- I. Ensure the CAB field procedure manual is complete and maintained on a current basis.

Status:

Effective May 1, 2007, duties that were previously the responsibility of the CAB were transferred to the newly created DMVA; CAB no longer exists. Therefore, the status of recommendations listed below addresses procedures adopted by both the CAB and the DMVA. In addition, "field coordinators" were previously referred to as "field representatives".

- A. Implemented. The DMVA created new guidelines for field coordinator visits to contract offices. Field coordinators can assist contract offices with training needs, but are no longer allowed to process transactions. Our review of selected field coordinator field visit reports identified no instances where field coordinators indicated they processed transactions.
- B. Partially implemented. According to DMVA personnel, guidelines were established for monthly and quarterly visits by the field coordinators; however, the guidelines are not written. Although not repeated in the current MAR, our recommendation remains as stated above.
- C. Not implemented. See MAR finding number 1.
- D. This recommendation is no longer applicable. Field coordinators are no longer required to perform cash counts.
- E-G. Implemented.
- H. Implemented. In three of 16 internal audit reports reviewed, the Internal Compliance Bureau (ICB) noted fee agents were not depositing unidentified monies into the department bank account. However, effective March 1, 2007, the Customer Services Division instituted a new policy requiring excess funds to be included in the deposit to the department account. The three audit reports reviewed were all issued prior to the effective date of this policy, and our review of transaction processing after this date found no instances of excess fees not being deposited to the department accounts.
- I. Not implemented. Some written procedures are in place; however, written procedures for the contract offices are not complete. See MAR finding number 1.

3. Unreported Transaction Procedures

- A. The division did not compare transactions sent in for processing to transaction summary reports. During our review, we noted transactions submitted for processing which were not reported on the transactions summary reports or identified through the delinquent fee process. In addition, we noted transactions which were sent in for processing, but were reported on a subsequent transaction summary report and inventory items which were not accurately reported on the transaction summary reports.
- B. There were no written procedures outlining the process to investigate and resolve potential unreported transactions.

Recommendation:

The department:

- A. Develop procedures to ensure transactions are accurately recorded on transaction summary reports.
- B. Develop written procedures to be followed for potential unreported transactions. These procedures should require the applicable parties to trace the transaction to the transaction summary reports and to ensure the transactions are recorded on the General Registration System (GRS), if necessary.

Status:

- A. Partially implemented. With the implementation of the TRIPS, contract offices are no longer required to submit transaction applications to the department. Instead, all information can be keyed into the TRIPS to validate and create a receipt for the customer. However, not all offices use the TRIPS to validate all types of transactions. DMVA field coordinators are required to review transactions during their monthly visits to monitor these areas; however, our review of field visit documentation noted concerns in the area of monitoring. See MAR finding number 1 for related comments.
- B. Not implemented. Although not repeated in the current MAR, our recommendation remains as stated above. In addition, see MAR finding number 1 for comments related to potential unreported transactions.

4. Inventory Procedures

- A. Numerous errors were made on daily inventory reports submitted by the field offices. The CAB field procedures manual required the field offices to reconcile physical inventory reports to perpetual records prior to submitting the physical inventory to the division; however, this was apparently not always done.
- B. The division did not monitor field offices to ensure license plates and tabs were issued in numerical sequence. The CAB procedures did not require field representatives to review for inventory items sold out of sequential order. In addition, the MVP Section auditors did not routinely review for items sold out of sequential order and inventory items sold out of sequential order were not investigated and resolved.
  - C.1. The division did not investigate field offices with significant inventory charges.
    - 2. Adjustments could be made to field office inventory charges at the discretion of the CAB without adequate supporting documentation.

- D. Instances were noted in which field offices were misusing the ability to code inventory items as missing.

Recommendations:

The department:

- A. Enforce the CAB policy requiring field offices to reconcile their inventory records.
- B. Develop and implement procedures to monitor the sequential issuance of inventory items.
- C.1. Review field offices with high inventory charges.
  - 2. Ensure adequate documentation is maintained to support reductions to inventory charges.
- D. Review field offices with an unusual number of inventory items reported as missing.

Status:

- A. Not implemented. See MAR finding number 2.
- B. Not implemented. The TRIPS has the capability to automatically assign the next sequential inventory number to each transaction. However, according to department management, many contract offices do not utilize this function because all clerks in those offices issue the same sequential stock of inventory with each processing clerk signed in separately to the TRIPS, resulting in individual cashier reports for each clerk. Therefore, in many offices the clerks physically enter the inventory number of each item issued. Although not repeated in the current MAR, our recommendation remains as stated above.
- C.1.
  - &D. Implemented. DMVA field coordinators receive copies of contract office charge reports and are required to follow up on significant charges.
  - 2. Implemented. DMVA auditors are required to receive appropriate supporting documentation prior to adjusting any field office's inventory charges; however, this is not a written procedure.

5. Motor Vehicle Lease/Rental Companies

- A. The Division of Taxation and Collection could not effectively monitor whether sales or use taxes were recovered for the companies claiming exemption twelve (lease/rental companies choosing to collect and submit sales or use taxes on the amount charged for each rental or lease agreement rather than paying sales or use taxes at the point of registration) on title applications.
- B. The division did not always ensure that companies claiming exemption twelve on title applications had an active sales tax account.
- C. Some lease/rental locations for companies reviewed were not correctly coded as lease/rental locations by the Division of Taxation and Collection, which resulted in incorrect distribution of sales taxes.

Recommendation:

The department:

- A. Review companies claiming exemption twelve on a test basis to determine whether the state is recovering sales or use taxes by allowing lease/rental companies to collect and submit taxes on the amount charged for each rental or lease agreement. If the results of the review reveal sales or use taxes are not recovered, a change in the law should be pursued.
- B. Ensure companies claiming exemption twelve have an active sales tax account.
- C. Properly code lease/rental companies to ensure appropriate distribution of sales and use tax monies.

Status:

- A. Partially implemented. According to department management in a letter dated July 31, 2003, a study was conducted which looked at the Motor Vehicle Title Listing to determine if cars titled under exemption twelve could be traced back to the seller and location in the Missouri Integrated Tax System (MITS), as well as the Motor Vehicle Dealer's Listing to determine if the dealers were properly registered for sales tax. Based on the review performed by the department, it was determined that the department could not readily determine how tax was being remitted for a particular leased vehicle. The department indicated the only way to determine this with certainty was through direct audit of motor vehicle leasing companies. The department's Field Compliance Bureau can perform audits of motor vehicle companies, which would include reviewing for the proper collection and remittance of tax on leased vehicles. Because the results of the study were inconclusive, the department did not plan to pursue legislation, but rather rely on field audits. Current department management indicated the

department's position on this issue remains the same as documented in the July 31, 2003 letter. Although not repeated in the current MAR, our recommendation remains as stated above.

B&C. Implemented. According to department management in a letter dated July 31, 2003, the department has procedures in place to register new motor vehicle leasing companies and maintenance is routinely conducted when motor vehicle leasing companies add locations, the department attempted to contact the one taxpayer cited in the audit as not having an active sales tax account to determine whether the tax is being reported under a different sales tax account, but repeated attempts to contact them failed, and the department corrected all accounts noted during the audit that were improperly coded. In addition, current department management indicated a monthly process is now in place to verify lease rental companies claiming exemption twelve have an active sales tax account.

#### 6. General Registration System (GRS)

Information on the GRS was not always accurate and up-to-date. As of July 28, 2001, approximately 549,000 motor vehicle transactions were on the Error File and, as a result, were not recorded on the GRS.

- A.1. During the years ended June 30, 2001 and 2000, approximately nine and twenty-four percent, respectively of title applications entered by MVP section personnel were posted to the Error File.
- 2. Approximately 306,000 of the transactions on the Error File were at least ten months old.
- B. The mainframe system's internal edit checks could detect instances where a license plate number was recorded as issued to two different customers. However, if the expiration year recorded for each customer was different, the transactions were not recorded on the Error File and the incorrect transaction was posted to the GRS.
- C. Missing, voided, and defective license plates were not being recorded on the GRS.

#### Recommendation:

The department:

- A. Establish procedures to reduce the number of transactions posted to the error file. In addition, all transactions on the error file should be corrected on a timely basis.



- B. Ensure edit checks identify all duplicate license plate numbers recorded on the GRS. In addition, duplicate license plate numbers currently on the GRS should be researched and resolved.
- C. Ensure that field offices submit invalid license plate reports for missing, voided, and defective license plates as required by CAB policy.

Status:

- A. Implemented. During the prior audit, all transactions were manually keyed into a separate computerized system which interfaced with the GRS resulting in numerous data entry errors. With the implementation of the TRIPS, the GRS is automatically updated for all transactions that can be processed through the TRIPS. Only those transactions that cannot be processed in the TRIPS must be manually entered. Our review found as of June 1, 2007, there were approximately 42,000 errors on the GRS, with only approximately 15,000 of the errors waiting to be researched. Of the 15,000 errors waiting to be researched, 76 percent were less than two weeks old, while the oldest error was less than two months old.
- B. Implemented. According to department management, a 2005 program edit was implemented to identify duplicate plates recorded on the GRS. These are now identified on the Error File and researched.
- C. Implemented.

BRANCH OFFICE CONVERSION

2. Business Practices

- A. Four contract agents were allowed to operate without a contract signed by both the contract agent and the department.
- B. One contract agent did not comply with the contract agreement requirements to register and remain in good standing with the Secretary of State.
- C. Each contract agent was required by the contract agreement to prepare and submit a business plan in a format prescribed by the Director of Revenue within 24 days of appointment. The Kansas City office's contract agent's appointment date was September 20, 2005, which was 23 days after the agent began operations on August 29, 2005. This contract agent did not submit a business plan until October 19, 2005.
- D. Electronic telephone answering services at two contract agent offices did not provide an option to speak with office personnel. According to the contract agreement, if the contract agent used an electronic telephone answering service, such service must have provided the option to speak with office personnel. If

office personnel were not available to take the call, an option must have been provided to leave a message that would be responded to no later than the next business day.

Recommendation:

The department:

- A. Ensure contract agreements are signed by all necessary parties prior to the time the contract becomes effective.
- B. Ensure each contract agent is registered with the Secretary of State prior to conducting business, as required by state law.
- C&D. Ensure each contract agent complies with all of the requirements of the contract agent agreement.

Status:

- A. Implemented. Our review of two contracts awarded during fiscal year 2007 found both contracts were signed by all necessary parties prior to the time the contracts became effective.
- B. Implemented. Our review of two contracts awarded during fiscal year 2007 found both contract agents were registered with the Secretary of State, as required by state law.
- C&D. Not implemented. Our review of two contracts awarded during fiscal year 2007, found no exceptions related to the submittal of business plans or electronic answering devices. However, instances of failure to comply with provisions of the contract related to inventory were noted. See MAR finding number 2.

5. Selection and Oversight of Contract Agents

- A. The DOR had not established criteria or solicited proposals for selection of contract agents.
- B. The DOR may not have had adequate resources to thoroughly and effectively monitor the 11 converted high volume offices and the other 172 offices that were operated by contract agents.

Recommendation:

The department:

- A. Consider establishing minimum experience and educational requirements for potential candidates. In addition, the DOR should consider soliciting proposals to maintain an acceptable level of service and support legislation that requires contract agents to be selected through a competitive evaluation process.
- B. Ensure resources are available to adequately and effectively monitor the operations of all the state's contract fee agents.

Status:

- A. Partially implemented. The department solicited proposals for three contract agent offices between September 2006 and November 2007. However, during this same time period, six contract agents were appointed by the department without soliciting proposals. In addition, the department has not established minimum experience and educational requirements for agents. House Bill 1336, 93rd General Assembly, included a reference to a competitive bidding process for contract offices; however, the legislation was not successful. See MAR finding number 3.
- B. Partially implemented. The number of field coordinator positions has increased from 10 to 14, and field coordinators are required to perform monthly and quarterly reviews of each office in their respective designated region. However, our review of field coordinator reports identified concerns related to the effectiveness of contract agent monitoring. See MAR finding number 1 for related comments.

HISTORY, ORGANIZATION, AND  
STATISTICAL INFORMATION

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
HISTORY, ORGANIZATION, AND STATISTICAL INFORMATION

The Department of Revenue was created by Article IV, Section 12, of the Missouri Constitution. The Department of Revenue was given authority and responsibility to collect all monies due to the government of Missouri as provided by law. The Department of Revenue is headed by the director of revenue who is appointed by the governor with the advice and consent of the Senate. The laws governing some of the duties of the director of revenue are set forth in Section 136.030(2), RSMo. This section, in brief, provides that the director of revenue shall make provisions for the collection of motor vehicle registration fees, driver license fees, motor vehicle sales and use tax and all other income and business taxes. The Customer Services Division (CSD) facilitates the registration of each motor vehicle, trailer, and marine craft in the state, the licensing of all operators of motor vehicles residing in this state, as well as tax collection.

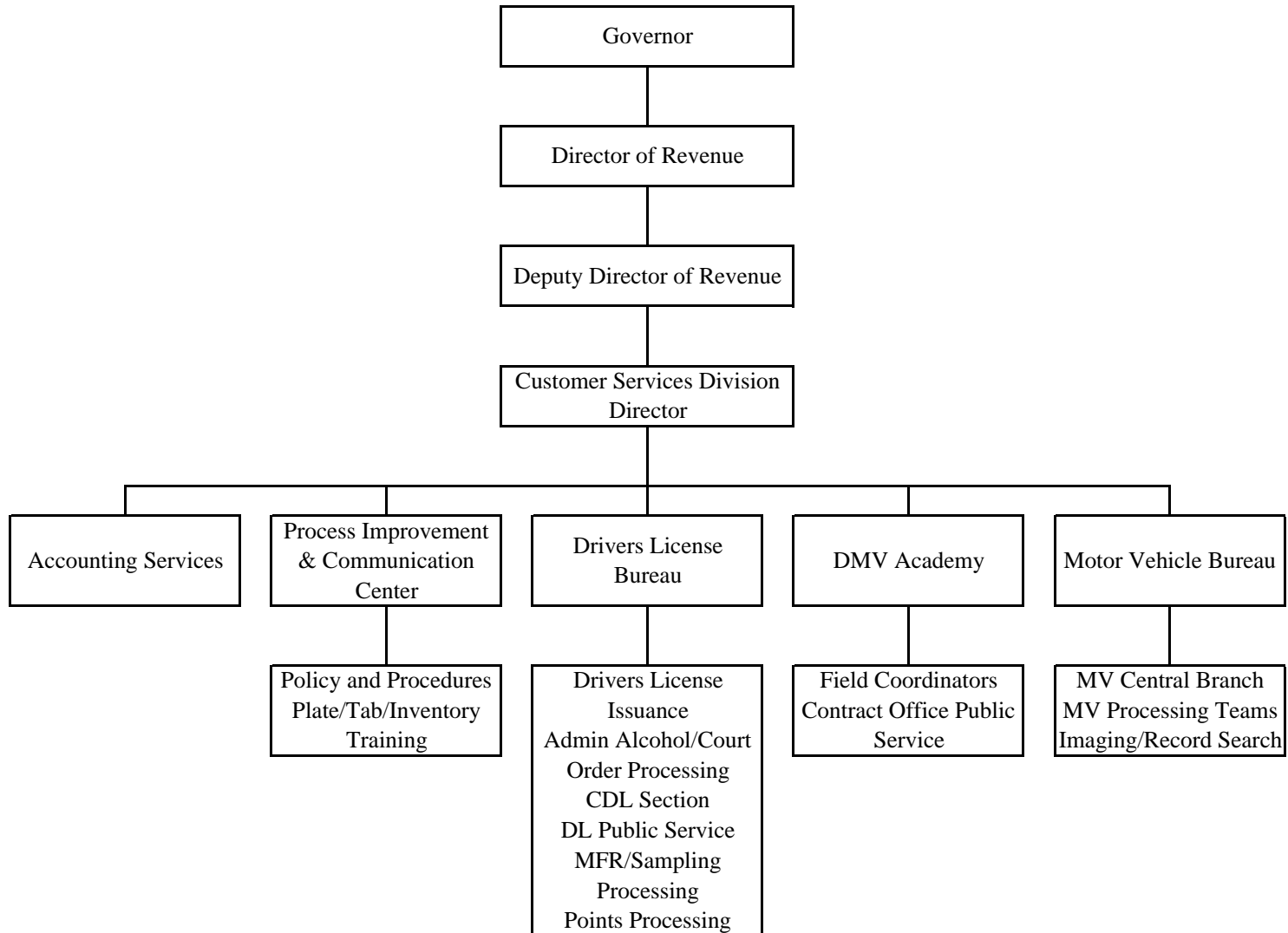
The CSD motor vehicle and driver license operations are set forth in Chapters 301, 302 and 306, RSMo. To accomplish the CSD's statutory responsibilities, the DMV Academy is responsible for administering the operation of 183 contract offices throughout the state to provide license, title, and registration services. Historically, such contracts have been awarded on a sole-source basis to individuals, not-for-profit entities, and civic organizations pursuant to Section 136.055. The Department, for the first time, began seeking to award contracts through full and open bid competition, awarding the first contract on January 1, 2007.

The CSD issues titles for all Missouri motor vehicles, trailers, and marine craft; and issues and sells over 500 different types of license plates which can be classified into six major categories: passenger, truck, trailer, motorcycle, bus, and dealer. Customers may obtain a multi-year plate that is renewed annually or bi-annually with the issuance of tabs. Dealer and three-year trailer plates are renewed by the issuance of a new plate. The personalized license plate was also made available to the public in 1978 for an additional charge of \$15 per year.

The division issues five basic types of driver licenses: Intermediate License (GDL), Class F (Operator), Class E (For-Hire), Class A, B, and C (Commercial), and Class M (Motorcycle). All applicants must show proof of lawful presence, proof of identity, and proof of residency before a driver license, nondriver license, or permit can be issued. The driver license process also includes allowing customers to contribute to the organ donor program or blind awareness fund, register with the selective services, add endorsements or restrictions to licenses, and an opportunity to register to vote. The CSD is also responsible for administering the suspension or revocation of driver licenses for violations of state laws, and collecting driver license reinstatement fees.

An organization chart follows:

DEPARTMENT OF REVENUE  
 MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
 ORGANIZATION CHART  
 JUNE 30, 2007



Appendix A

DEPARTMENT OF REVENUE  
 MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
 COMPARATIVE SCHEDULE OF TRANSACTIONS AND COLLECTIONS  
 MOTOR VEHICLE BUREAU

|  | Year Ended June 30,      |                       |                         |                       |                         |                       |
|--|--------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-----------------------|
|  | 2007                     |                       | 2006                    |                       | 2005                    |                       |
|  | Number of Transactions * | Collections           | Number of Transactions* | Collections           | Number of Transactions* | Collections           |
| <b>TAXES</b>   |                          |                       |                         |                       |                         |                       |
| Sales Tax (State, Education, Conservation, Parks/Soil) | 793,573                  | \$ 350,261,999        | 680,366                 | \$ 292,929,864        | 782,058                 | \$ 334,084,782        |
| Local Taxes  | 979,098                  | 237,206,143           | 1,074,443               | 187,073,335           | 1,247,683               | 209,541,157           |
| Highway Use Taxes                                      | 503,977                  | 71,563,994            | 396,443                 | 50,489,080            | 465,887                 | 60,712,243            |
| <b>DECALS</b>  |                          |                       |                         |                       |                         |                       |
| Motor Fuel Tax-LP                                      | 1,054                    | 111,541               | 1,438                   | 147,484               | 1,296                   | 135,442               |
| Marine   | 33,986                   | 117,477               | 25,512                  | 88,908                | 30,900                  | 102,275               |
| ATV  | 39,962                   | 410,424               | 31,478                  | 321,853               | 34,913                  | 356,509               |
| Water Craft  | 131,039                  | 4,640,941             | 85,120                  | 1,423,650             | 112,094                 | 1,863,253             |
| <b>REGISTRATIONS</b>                                   |                          |                       |                         |                       |                         |                       |
| Passenger  | 3,528,940                | 88,658,042            | 3,180,141               | 80,675,816            | 3,376,144               | 84,902,250            |
| Truck  | 1,486,684                | 60,977,746            | 1,377,793               | 56,810,818            | 1,447,979               | 57,857,930            |
| Title  | 2,203,386                | 18,433,323            | 1,857,135               | 15,527,495            | 2,085,939               | 17,271,528            |
| Trailer  | 359,972                  | 7,103,389             | 329,307                 | 6,311,598             | 333,409                 | 6,334,254             |
| Motorcycle   | 142,721                  | 1,191,271             | 110,350                 | 919,120               | 112,532                 | 945,865               |
| Bus  | 11,924                   | 412,451               | 10,821                  | 378,530               | 11,246                  | 378,227               |
| Documented vessel                                      | 2,290                    | 18,877                | 2,424                   | 24,837                | 2,356                   | 22,296                |
| Dealer   | 105,356                  | 2,794,909             | 103,186                 | 2,813,401             | 103,439                 | 2,783,709             |
| Water Patrol   | 1,376                    | 90,083                | 1,629                   | 50,703                | 1,604                   | 50,139                |
| <b>PLATES AND TABS</b>                                 |                          |                       |                         |                       |                         |                       |
| Plate reservations                                     | 175,934                  | 2,597,876             | 161,077                 | 2,401,838             | 171,414                 | 2,573,564             |
| Replacement plates and tabs                            | 80,327                   | 590,200               | 71,321                  | 515,932               | 83,059                  | 606,127               |
| <b>MISCELLANEOUS</b>                                   |                          |                       |                         |                       |                         |                       |
| Motor vehicle transactions                             | 878,123                  | 3,002,165             | 873,166                 | 3,713,778             | 1,266,960               | 4,125,480             |
| Marine transactions                                    | 26,705                   | 50,059                | 24,490                  | 51,267                | 28,012                  | 52,875                |
| ATV transactions                                       | 9,048                    | 858,891               | 7,666                   | 558,154               | 8,727                   | 589,484               |
| MFG Home transactions                                  | 3,866                    | 202,628               | 5,002                   | 178,086               | 5,383                   | 172,468               |
| <b>OTHER RECEIPTS</b>                                  |                          |                       |                         |                       |                         |                       |
| Motor vehicle permits                                  | 532,193                  | 3,838,406             | 538,154                 | 3,897,070             | 549,780                 | 3,987,636             |
| Title and renewal penalties                            | 751,645                  | 21,138,169            | 629,285                 | 17,397,564            | 642,650                 | 18,514,438            |
| Documented vessel in lieu tax                          | 1,411                    | 2,884,165             | 1,587                   | 3,326,103             | 1,524                   | 3,215,488             |
| Information sales                                      | 1,064,936                | 500,333               | 1,032,149               | 483,858               | 1,023,101               | 479,517               |
| Fax fees   | 28                       | 28                    | 36                      | 36                    | 27                      | 27                    |
| Childrens Trust Fund donations                         | 6,516                    | 214,688               | 6,859                   | 184,528               | 7,645                   | 203,540               |
| WWII Memorial Trust Fund donations                     | 2,534                    | 23,367                | 1,975                   | 18,445                | 1,451                   | 12,670                |
| Blindness Awareness Trust Fund donations               | 16,293                   | 17,101                | 5,311                   | 6,010                 | 14,367                  | 15,989                |
| Organ Donor Fund                                       | 19,849                   | 22,255                | 6,941                   | 7,870                 | 13,311                  | 14,004                |
| Criminal Record Check                                  | 11,792                   | 59,246                | 12,191                  | 61,170                | 13,305                  | 66,589                |
| Emblem/Logo Use Fees                                   | 384                      | 4,589                 | 148                     | 3,334                 | 86                      | 2,620                 |
| DOR Specialty Plate Fund                               | 10                       | 10,200                | 6                       | 29,750                | 0                       | 0                     |
| General Revenue  | 2                        | 50                    | 1                       | 16                    | 0                       | 0                     |
| <b>Total</b>   | <b>13,906,934</b>        | <b>\$ 880,007,026</b> | <b>12,644,951</b>       | <b>\$ 728,821,301</b> | <b>13,980,281</b>       | <b>\$ 811,974,375</b> |

\* One process may include multiple transactions. For example, titling of a motor vehicle may include state and local sales tax transactions, a titling fee transaction, and a processing fee transaction.

Appendix B

DEPARTMENT OF REVENUE  
 MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
 COMPARATIVE SCHEDULE OF TRANSACTIONS AND COLLECTIONS  
 DRIVERS LICENSE BUREAU

|  | Year Ended June 30,    |               |                        |               |                        |               |
|--|------------------------|---------------|------------------------|---------------|------------------------|---------------|
|  | 2007                   |               | 2006                   |               | 2005                   |               |
|  | Number of Transactions | Collections   | Number of Transactions | Collections   | Number of Transactions | Collections   |
| <b>LICENSES AND PERMITS</b>              |                        |               |                        |               |                        |               |
| Operators licenses                       | 783,437                | \$ 9,572,863  | 825,631                | \$ 10,005,075 | 686,253                | \$ 8,180,536  |
| Chauffeurs licenses                      | 59,303                 | 1,685,670     | 71,281                 | 1,979,180     | 54,214                 | 1,531,945     |
| Commercial licenses                      | 53,391                 | 2,071,939     | 59,862                 | 2,226,825     | 47,431                 | 1,808,895     |
| Motorcycle licenses                      | 156                    | 2,075         | 471                    | 1,952         | 407                    | 1,507         |
| Duplicate licenses                       | 243,561                | 2,027,935     | 270,142                | 1,983,320     | 293,428                | 2,239,061     |
| Valid without photo                      | 1                      | 3             | 0                      | 0             | 1                      | 15            |
| Instruction permits                      | 161,166                | 229,109       | 155,558                | 222,904       | 161,819                | 228,260       |
| School bus permits                       | 1                      | 3             | (1)                    | (3)           | 6,451                  | 19,356        |
| Student permits                          | 6,350                  | 6,350         | 8,550                  | 8,550         | 8,485                  | 8,485         |
| Identification cards                     | 194,447                | 1,166,665     | 200,988                | 1,006,868     | 236,543                | 1,159,882     |
| Service charges                          | 402                    | 4,063         | 393                    | 3,893         | 708                    | 7,009         |
| Commercial written and skills tests      | 38,222                 | 955,498       | 39,454                 | 986,355       | 38,036                 | 950,818       |
| Total receipts from licenses and permits | 1,540,437              | 17,722,173    | 1,632,329              | 18,424,919    | 1,533,776              | 16,135,769    |
| Reinstatement fees                       | 85,780                 | 3,146,140     | 82,572                 | 3,059,578     | 84,661                 | 3,113,870     |
| Drivers record checks                    | 866,537                | 1,174,728     | 810,716                | 1,099,047     | 859,242                | 1,352,422     |
| Third party tester application fees      | 44                     | 4,400         | 40                     | 4,000         | 48                     | 4,800         |
| Overages                                 | 659                    | 48,192        | 582                    | 46,477        | 770                    | 56,641        |
| Blindness Awareness Fund donations       | 67,080                 | 67,081        | 59,223                 | 59,223        | 75,042                 | 75,042        |
| Organ donor contributions                | 97,998                 | 97,998        | 86,659                 | 86,659        | 114,252                | 113,659       |
| Processing fees                          | 4,720                  | 22,152        | 4,474                  | 22,614        | 357,550                | 1,449,222     |
| Miscellaneous                            | 219,000                | 41,759        | 137,588                | 48,304        | 168,902                | 72,816        |
| Total                                    | 2,882,255              | \$ 22,324,623 | 2,814,183              | \$ 22,850,821 | 3,194,243              | \$ 22,374,241 |

Note: The processing fees shown above relate only to state run branch offices. The department does not track processing fees collected by contract agents for drivers license transaction processing. During the majority of fiscal year 2005, the department had 11 state run branch offices and the Jefferson City Mini Branch that provided drivers license transaction processing. However, during calendar year 2005, the department closed the 11 state run branch offices and converted them into contract agent offices. The decrease in the total amount collected for processing fees between fiscal years 2005 and 2006 reflects the closing of these 11 state run branch offices.



Appendix C

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE AND OTHER  
MOTOR VEHICLE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions * | Collections  |
|----------------------------|-----------------------------|--------------|
| AAA St. Louis              | 42,559                      | \$ 3,511,396 |
| Affton                     | 101,817                     | 7,951,232    |
| Alton                      | 13,536                      | 558,099      |
| Arnold                     | 81,930                      | 6,616,849    |
| Aurora                     | 35,308                      | 2,198,513    |
| Ava                        | 29,869                      | 1,602,193    |
| Belton                     | 104,317                     | 9,444,586    |
| Bethany                    | 22,138                      | 1,365,444    |
| Blue Springs               | 158,713                     | 13,375,976   |
| Bolivar                    | 62,817                      | 3,602,857    |
| Bonne Terre                | 52,878                      | 3,429,390    |
| Boonville                  | 36,186                      | 2,598,749    |
| Bowling Green              | 21,539                      | 1,478,503    |
| Branson                    | 70,718                      | 5,784,719    |
| Bridgeton                  | 83,881                      | 7,279,480    |
| Brookfield                 | 32,278                      | 1,976,094    |
| Buffalo                    | 41,071                      | 2,378,679    |
| Butler                     | 38,757                      | 2,657,008    |
| Cabool                     | 9,780                       | 598,452      |
| California                 | 25,556                      | 1,751,901    |
| Camdenton                  | 104,755                     | 7,946,891    |
| Cameron                    | 28,199                      | 2,018,370    |
| Cape Girardeau             | 84,768                      | 6,742,896    |
| Carrollton                 | 22,976                      | 1,546,995    |
| Carthage                   | 83,956                      | 5,179,835    |
| Caruthersville             | 38,518                      | 2,779,529    |
| Cassville                  | 55,182                      | 3,432,080    |
| Chaffee                    | 38,875                      | 2,530,387    |
| Charleston                 | 28,756                      | 2,109,054    |
| Chesterfield               | 109,689                     | 13,328,042   |
| Chillicothe                | 37,493                      | 2,395,259    |

Appendix C

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE AND OTHER  
MOTOR VEHICLE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions * | Collections |
|----------------------------|-----------------------------|-------------|
| Clayton                    | 130,397                     | 13,646,441  |
| Clinton                    | 56,301                      | 3,508,249   |
| Columbia                   | 240,301                     | 19,682,146  |
| Crane                      | 18,691                      | 1,003,005   |
| Creve Coeur                | 116,792                     | 10,975,061  |
| Cuba                       | 28,217                      | 1,730,553   |
| De Soto                    | 51,343                      | 3,511,541   |
| Deer Creek                 | 151,258                     | 14,501,781  |
| Des Peres                  | 114,247                     | 12,073,769  |
| Dexter                     | 63,113                      | 4,407,273   |
| Doniphan                   | 42,646                      | 1,956,553   |
| Edina                      | 12,698                      | 800,944     |
| Eldon                      | 72,830                      | 5,233,419   |
| Ellington                  | 14,811                      | 756,952     |
| Elsberry                   | 7,305                       | 506,430     |
| Eminence                   | 15,065                      | 634,475     |
| Excelsior                  | 58,331                      | 4,499,246   |
| Farmington                 | 87,882                      | 5,922,625   |
| Fayette                    | 16,942                      | 1,196,085   |
| Ferguson                   | 139,614                     | 6,357,498   |
| Florissant                 | 156,403                     | 13,375,064  |
| Forsyth                    | 38,016                      | 2,486,644   |
| Fredericktown              | 27,988                      | 1,641,789   |
| Fulton                     | 56,750                      | 3,666,264   |
| Gainesville                | 20,503                      | 1,137,295   |
| Gallatin                   | 15,615                      | 1,118,780   |
| Gladstone                  | 149,453                     | 12,159,451  |
| Glenstone (Springfield)    | 151,133                     | 10,557,111  |
| Grandview                  | 149,444                     | 13,167,144  |
| Grant City                 | 5,135                       | 299,750     |
| Greenfield                 | 17,559                      | 1,107,161   |

Appendix C

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE AND OTHER  
MOTOR VEHICLE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions * | Collections |
|----------------------------|-----------------------------|-------------|
| Greenville                 | 27,639                      | 1,399,601   |
| Hannibal                   | 41,089                      | 2,901,202   |
| Harrisonville              | 80,087                      | 5,916,080   |
| Hartville                  | 16,843                      | 822,336     |
| Harvester                  | 165,101                     | 15,792,167  |
| Hermann                    | 20,924                      | 1,450,579   |
| Hermitage                  | 29,022                      | 1,487,945   |
| High Ridge                 | 130,430                     | 8,923,254   |
| Houston                    | 25,713                      | 1,447,598   |
| Imperial                   | 73,694                      | 6,135,959   |
| Independence               | 151,960                     | 12,615,990  |
| Ironton                    | 26,103                      | 1,413,318   |
| Jackson                    | 68,637                      | 4,780,335   |
| Jefferson City             | 181,892                     | 12,929,647  |
| Joplin                     | 187,935                     | 12,934,582  |
| Kahoka                     | 19,116                      | 1,079,394   |
| Kansas City                | 111,494                     | 9,708,156   |
| Kennett                    | 49,682                      | 3,032,263   |
| Keytesville                | 13,912                      | 1,000,641   |
| Kingston                   | 15,851                      | 1,116,148   |
| Kirksville                 | 49,301                      | 2,960,175   |
| Lakeview                   | 50,737                      | 3,863,103   |
| Lamar                      | 31,229                      | 1,943,042   |
| Lancaster                  | 9,560                       | 521,359     |
| Lebanon                    | 89,810                      | 5,274,644   |
| Lee's Summit               | 192,663                     | 20,441,219  |
| Lexington                  | 52,226                      | 4,128,508   |
| Liberty                    | 201,316                     | 16,372,091  |
| Licking                    | 18,439                      | 902,039     |
| Linn                       | 19,709                      | 1,251,433   |
| Louisiana                  | 14,749                      | 1,013,174   |

Appendix C

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE AND OTHER  
MOTOR VEHICLE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions * | Collections |
|----------------------------|-----------------------------|-------------|
| Macon                      | 34,188                      | 2,438,293   |
| Malden                     | 37,103                      | 2,001,077   |
| Marble Hill                | 27,386                      | 1,555,726   |
| Marshall                   | 47,788                      | 3,313,819   |
| Marshfield                 | 70,253                      | 4,562,029   |
| Maryville                  | 37,988                      | 2,657,846   |
| Maysville                  | 11,587                      | 780,171     |
| Memphis                    | 11,029                      | 676,424     |
| Mexico                     | 48,993                      | 3,542,195   |
| Milan                      | 15,936                      | 940,215     |
| Moberly                    | 440,994                     | 3,992,432   |
| Monett                     | 39,990                      | 2,459,832   |
| Monroe City                | 12,969                      | 821,545     |
| Montgomery City            | 25,592                      | 1,720,666   |
| Monticello                 | 18,810                      | 1,282,556   |
| Mound City                 | 11,668                      | 894,030     |
| Mount Vernon               | 28,754                      | 1,821,584   |
| Mountain Grove             | 33,326                      | 1,927,194   |
| Mountain View              | 26,316                      | 1,427,712   |
| Neosho                     | 73,833                      | 4,437,465   |
| Nevada                     | 49,113                      | 2,789,361   |
| New London                 | 19,658                      | 1,377,292   |
| New Madrid                 | 25,746                      | 1,848,128   |
| Nixa                       | 79,086                      | 6,108,645   |
| North County               | 136,997                     | 10,537,249  |
| North Kansas City          | 128,316                     | 11,378,276  |
| Northside                  | 48,008                      | 2,622,858   |
| O'Fallon                   | 148,948                     | 14,634,928  |
| Oakville                   | 81,312                      | 6,480,460   |
| Olivette                   | 101,599                     | 8,675,030   |
| Osceola                    | 20,401                      | 929,815     |

Appendix C

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE AND OTHER  
MOTOR VEHICLE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other  | Number of<br>Transactions * | Collections |
|-----------------------------|-----------------------------|-------------|
| Overland                    | 57,932                      | 4,034,054   |
| Owensville                  | 33,511                      | 2,005,958   |
| Ozark                       | 86,921                      | 6,045,007   |
| Pacific                     | 60,438                      | 4,757,411   |
| Palmyra                     | 20,270                      | 1,394,873   |
| Paris                       | 13,183                      | 834,515     |
| Parkville                   | 89,516                      | 8,902,342   |
| Perryville                  | 45,034                      | 2,952,032   |
| Pineville                   | 42,450                      | 2,848,039   |
| Platte City                 | 97,622                      | 6,010,474   |
| Plattsburg                  | 31,622                      | 2,047,805   |
| Poplar Bluff                | 103,500                     | 6,310,903   |
| Potosi                      | 46,832                      | 2,855,075   |
| Princeton                   | 9,971                       | 700,673     |
| Raytown                     | 182,600                     | 14,664,606  |
| Republic                    | 117,771                     | 7,657,923   |
| Richmond                    | 33,456                      | 2,340,987   |
| Rock Port                   | 16,665                      | 1,150,684   |
| Rock Road                   | (2)                         | (33,687)    |
| Rolla                       | 91,207                      | 5,560,773   |
| Salem                       | 37,004                      | 2,039,872   |
| Sarcoxi                     | 13,164                      | 737,094     |
| Savannah                    | 43,141                      | 3,513,355   |
| Sedalia                     | 106,609                     | 7,312,384   |
| Shelbina                    | 15,535                      | 1,112,471   |
| Sikeston                    | 66,848                      | 4,914,963   |
| South County                | 161,621                     | 14,249,855  |
| South Fremont (Springfield) | 237,131                     | 14,559,854  |
| South Kingshighway          | 117,547                     | 8,757,737   |
| Springfield                 | 90,491                      | 5,728,774   |
| St. Charles                 | 197,656                     | 15,574,861  |

Appendix C

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE AND OTHER  
MOTOR VEHICLE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions * | Collections |
|----------------------------|-----------------------------|-------------|
| St. Clair                  | 34,136                      | 2,161,011   |
| St. Joseph                 | 168,210                     | 12,514,300  |
| St. Louis City Hall        | 78,783                      | 6,889,380   |
| Stanberry                  | 15,302                      | 1,014,464   |
| Ste Genevieve              | 34,017                      | 2,322,819   |
| Steelville                 | 17,639                      | 1,027,840   |
| Stockton                   | 27,270                      | 1,534,488   |
| Sugar Creek                | 76,765                      | 5,206,484   |
| Sullivan                   | 38,833                      | 2,693,983   |
| Thayer                     | 10,939                      | 599,512     |
| Trenton                    | 22,685                      | 1,518,232   |
| Troy                       | 97,070                      | 7,428,546   |
| Twin City                  | 89,406                      | 6,553,045   |
| Union                      | 60,629                      | 4,224,451   |
| Unionville                 | 12,739                      | 793,615     |
| Van Buren                  | 14,320                      | 790,865     |
| Vandalia                   | 8,481                       | 538,310     |
| Versailles                 | 47,431                      | 2,788,371   |
| Viburnum                   | 7,298                       | 477,749     |
| Vienna                     | 20,867                      | 1,242,206   |
| Warrensburg                | 92,764                      | 6,899,810   |
| Warrenton                  | 55,567                      | 4,063,648   |
| Warsaw                     | 47,465                      | 2,878,912   |
| Washington                 | 53,004                      | 4,279,682   |
| Waynesville                | 91,858                      | 6,366,805   |
| Wentzville                 | 104,972                     | 10,234,745  |
| West County                | 133,375                     | 11,996,853  |
| West Plains                | 73,866                      | 4,207,580   |
| Willow Springs             | 13,979                      | 766,516     |

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DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE AND OTHER  
MOTOR VEHICLE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other                   | Number of<br>Transactions * | Collections    |
|--|-----------------------------|----------------|
| Returned Items Corrections                   | (17,590)                    | (1,803,914)    |
| Returned Items Collections                   | 16,925                      | 1,319,489      |
| JC Direct Mail                               | 1,078,089                   | 17,086,175     |
| JC Central-TRIPS                             | 182,131                     | 5,091,490      |
| Lien Internet Filing Exchange (LIFE)         | 741,656                     | 354,843        |
| Missouri Online Registration Exchange (MORE) | 102,659                     | 2,420,272      |
|  | 13,906,934                  | \$ 880,007,026 |

\* One process may include multiple transactions. For example, titling of a motor vehicle may include state and local sales tax transactions, a titling fee transaction, and a processing fee transaction.

Appendix D

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE  
AND OTHER  
DRIVERS LICENSE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions | Collections |
|----------------------------|---------------------------|-------------|
| AAA St. Louis              | 11,113                    | \$ 107,170  |
| Affton                     | 15,248                    | 167,717     |
| Alton                      | 1,252                     | 13,295      |
| Arnold                     | 18,514                    | 171,216     |
| Aurora                     | 4,401                     | 45,203      |
| Ava                        | 3,651                     | 37,756      |
| Belton                     | 15,783                    | 152,664     |
| Bethany                    | 2,671                     | 29,827      |
| Blue Springs               | 21,416                    | 226,247     |
| Bolivar                    | 7,974                     | 82,505      |
| Bonne Terre                | 7,059                     | 70,834      |
| Boonville                  | 6,720                     | 54,876      |
| Bowling Green              | 3,559                     | 33,286      |
| Branson                    | 12,939                    | 121,051     |
| Bridgeton                  | 21,330                    | 236,109     |
| Brookfield                 | 4,737                     | 40,644      |
| Buffalo                    | 4,649                     | 50,232      |
| Butler                     | 4,752                     | 44,463      |
| Cabool                     | 1,082                     | 12,572      |
| California                 | 2,802                     | 29,594      |
| Camdenton                  | 12,935                    | 119,505     |
| Cameron                    | 3,861                     | 39,993      |
| Cape Girardeau             | 15,249                    | 154,531     |
| Carrollton                 | 2,771                     | 30,324      |
| Carthage                   | 9,469                     | 107,317     |
| Caruthersville             | 5,431                     | 50,849      |
| Cassville                  | 5,953                     | 66,408      |
| Chaffee                    | 3,803                     | 40,532      |
| Charleston                 | 3,344                     | 36,167      |
| Chesterfield               | 15,638                    | 168,783     |
| Chillicothe                | 6,199                     | 53,647      |



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DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE  
AND OTHER  
DRIVERS LICENSE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions | Collections |
|----------------------------|---------------------------|-------------|
| Clayton                    | 16,392                    | 169,120     |
| Clinton                    | 6,662                     | 71,703      |
| Columbia                   | 51,227                    | 474,662     |
| Crane                      | 1,672                     | 18,292      |
| Creve Coeur                | 18,022                    | 175,262     |
| Cuba                       | 4,085                     | 46,456      |
| De Soto                    | 6,764                     | 71,208      |
| Deer Creek                 | 38,623                    | 361,034     |
| Des Peres                  | 25,123                    | 181,687     |
| Dexter                     | 7,590                     | 74,215      |
| Doniphan                   | 4,398                     | 46,629      |
| Edina                      | 1,379                     | 14,798      |
| Eldon                      | 9,534                     | 88,069      |
| Ellington                  | 1,443                     | 15,397      |
| Elsberry                   | 1,143                     | 8,516       |
| Eminence                   | 1,376                     | 15,112      |
| Excelsior                  | 7,960                     | 85,501      |
| Farmington                 | 10,740                    | 111,812     |
| Fayette                    | 1,815                     | 20,891      |
| Ferguson                   | 18,004                    | 157,000     |
| Florissant                 | 36,237                    | 335,937     |
| Forsyth                    | 4,277                     | 37,741      |
| Fredericktown              | 3,630                     | 40,847      |
| Fulton                     | 9,467                     | 79,466      |
| Gainesville                | 2,148                     | 24,029      |
| Gallatin                   | 1,969                     | 21,495      |
| Gladstone                  | 29,724                    | 283,408     |
| Glenstone (Springfield)    | 28,779                    | 298,351     |
| Grandview                  | 27,014                    | 269,865     |
| Grant City                 | 727                       | 6,736       |
| Greenfield                 | 2,249                     | 22,253      |

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DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE  
AND OTHER  
DRIVERS LICENSE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions | Collections |
|----------------------------|---------------------------|-------------|
| Greenville                 | 2,728                     | 29,090      |
| Hannibal                   | 7,292                     | 68,209      |
| Harrisonville              | 12,880                    | 124,108     |
| Hartville                  | 2,172                     | 21,055      |
| Harvester                  | 23,785                    | 267,985     |
| Hermann                    | 2,846                     | 25,437      |
| Hermitage                  | 3,490                     | 27,909      |
| High Ridge                 | 16,726                    | 184,224     |
| Houston                    | 3,127                     | 33,850      |
| Imperial                   | 16,666                    | 124,237     |
| Independence               | 41,075                    | 423,164     |
| Ironton                    | 3,207                     | 31,838      |
| Jackson                    | 7,737                     | 83,786      |
| Jefferson City-Contract    | 35,218                    | 284,362     |
| Joplin                     | 40,678                    | 330,437     |
| Kahoka                     | 1,982                     | 23,157      |
| Kansas City                | 48,679                    | 405,428     |
| Kennett                    | 7,898                     | 67,147      |
| Keytesville                | 1,710                     | 16,763      |
| Kingston                   | 1,894                     | 19,310      |
| Kirksville                 | 10,445                    | 80,114      |
| Lakeview                   | 5,504                     | 59,938      |
| Lamar                      | 3,655                     | 40,104      |
| Lancaster                  | 904                       | 10,399      |
| Lebanon                    | 12,098                    | 118,249     |
| Lee's Summit               | 37,989                    | 348,011     |
| Lexington                  | 5,742                     | 63,499      |
| Liberty                    | 23,283                    | 236,116     |
| Licking                    | 1,706                     | 20,644      |
| Linn                       | 2,412                     | 21,119      |
| Louisiana                  | 1,662                     | 17,332      |

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DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE  
AND OTHER  
DRIVERS LICENSE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions | Collections |
|----------------------------|---------------------------|-------------|
| Macon                      | 4,309                     | 45,119      |
| Malden                     | 5,208                     | 59,992      |
| Marble Hill                | 2,998                     | 29,366      |
| Marshall                   | 7,584                     | 67,623      |
| Marshfield                 | 8,106                     | 89,703      |
| Maryville                  | 6,722                     | 62,432      |
| Maysville                  | 1,178                     | 13,160      |
| Memphis                    | 1,253                     | 15,096      |
| Mexico                     | 6,537                     | 73,154      |
| Milan                      | 1,686                     | 17,546      |
| Moberly                    | 7,872                     | 85,063      |
| Monett                     | 4,823                     | 49,823      |
| Monroe City                | 1,524                     | 16,509      |
| Montgomery City            | 4,070                     | 33,168      |
| Monticello                 | 1,977                     | 23,264      |
| Mound City                 | 1,408                     | 14,564      |
| Mount Vernon               | 3,637                     | 37,245      |
| Mountain Grove             | 4,254                     | 45,538      |
| Mountain View              | 2,595                     | 29,356      |
| Neosho                     | 10,663                    | 99,430      |
| Nevada                     | 6,234                     | 66,917      |
| New London                 | 1,811                     | 20,248      |
| New Madrid                 | 3,045                     | 30,529      |
| Nixa                       | 10,638                    | 112,584     |
| North County               | 36,245                    | 363,251     |
| North Kansas City          | 26,137                    | 250,123     |
| Northside                  | 29,466                    | 258,512     |
| O'Fallon                   | 21,647                    | 243,040     |
| Oakville                   | 14,101                    | 145,747     |
| Olivette                   | 15,758                    | 162,317     |
| Osceola                    | 2,214                     | 20,210      |

Appendix D

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE  
AND OTHER  
DRIVERS LICENSE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other  | Number of<br>Transactions | Collections |
|-----------------------------|---------------------------|-------------|
| Overland                    | 10,882                    | 106,640     |
| Owensville                  | 3,945                     | 41,628      |
| Ozark                       | 9,239                     | 100,224     |
| Pacific                     | 7,270                     | 81,531      |
| Palmyra                     | 3,503                     | 36,698      |
| Paris                       | 1,129                     | 12,991      |
| Parkville                   | 17,868                    | 154,777     |
| Perryville                  | 5,472                     | 59,441      |
| Pineville                   | 4,962                     | 52,106      |
| Platte City                 | 8,715                     | 87,623      |
| Plattsburg                  | 4,804                     | 39,812      |
| Poplar Bluff                | 13,624                    | 140,301     |
| Potosi                      | 6,208                     | 59,695      |
| Princeton                   | 1,506                     | 13,652      |
| Raytown                     | 49,618                    | 447,193     |
| Republic                    | 13,253                    | 142,288     |
| Richmond                    | 4,557                     | 44,291      |
| Rock Port                   | 2,247                     | 21,236      |
| Rolla                       | 14,233                    | 143,579     |
| Salem                       | 4,213                     | 46,203      |
| Sarcoxi                     | 1,229                     | 13,010      |
| Savannah                    | 4,445                     | 45,530      |
| Sedalia                     | 14,529                    | 156,556     |
| Shelbina                    | 1,695                     | 18,780      |
| Sikeston                    | 11,919                    | 116,172     |
| South County                | 25,714                    | 274,462     |
| South Fremont (Springfield) | 23,898                    | 252,351     |
| South Kingshighway          | 43,300                    | 414,163     |
| Springfield                 | 34,836                    | 328,107     |
| St. Charles                 | 42,926                    | 361,858     |
| St. Clair                   | 4,806                     | 47,725      |

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DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE  
AND OTHER  
DRIVERS LICENSE BUREAU  
YEAR ENDED JUNE 30, 2007

| Contract Offices and Other | Number of<br>Transactions | Collections |
|----------------------------|---------------------------|-------------|
| St. Joseph                 | 30,550                    | 286,152     |
| St. Louis City Hall        | 14,488                    | 100,510     |
| Stanberry                  | 2,017                     | 20,706      |
| Ste Genevieve              | 3,824                     | 39,305      |
| Steelville                 | 2,415                     | 20,927      |
| Stockton                   | 2,798                     | 29,722      |
| Sugar Creek                | 12,399                    | 114,748     |
| Sullivan                   | 5,512                     | 54,155      |
| Thayer                     | 1,190                     | 14,158      |
| Trenton                    | 3,031                     | 31,948      |
| Troy                       | 12,846                    | 142,925     |
| Twin City                  | 13,983                    | 143,043     |
| Union                      | 10,296                    | 87,853      |
| Unionville                 | 1,544                     | 16,662      |
| Van Buren                  | 1,193                     | 14,046      |
| Vandalia                   | 835                       | 9,966       |
| Versailles                 | 4,568                     | 48,222      |
| Viburnum                   | 652                       | 6,647       |
| Vienna                     | 2,009                     | 21,372      |
| Warrensburg                | 17,727                    | 151,190     |
| Warrenton                  | 10,073                    | 83,500      |
| Warsaw                     | 5,306                     | 50,062      |
| Washington                 | 10,130                    | 90,896      |
| Waynesville                | 12,397                    | 110,587     |
| Wentzville                 | 13,595                    | 157,020     |
| West County                | 32,882                    | 268,045     |
| West Plains                | 9,444                     | 100,834     |
| Willow Springs             | 1,584                     | 17,768      |
| Returned Items Collections | 1,327                     | 16,519      |
| Returned Items Corrections | (1,543)                   | (15,444)    |

Appendix D

DEPARTMENT OF REVENUE  
 MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
 SCHEDULE OF TRANSACTIONS AND COLLECTIONS BY OFFICE  
 AND OTHER  
 DRIVERS LICENSE BUREAU  
 YEAR ENDED JUNE 30, 2007

| Contract Offices and Other                   | Number of<br>Transactions | Collections   |
|--|---------------------------|---------------|
| Jefferson City Central-Reinstatement         | 59,145                    | 2,640,078     |
| Jefferson City Mini Branch                   | 6,199                     | 47,129        |
| Jefferson City-Central Print                 | 60,002                    | 9             |
| Jefferson City-Mail In                       | 5,018                     | 35,269        |
| Jefferson City-Missouri State Highway Patrol | 6,861                     | 0             |
| Jefferson City-Student Permits               | 6,750                     | 6,750         |
| Jefferson City-Third party Tester            | 700                       | 8,290         |
| Record Check                                 | 822,595                   | 1,081,972     |
|  | 2,882,255                 | \$ 22,324,623 |

Appendix E

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF CONTRACT AGENT TRANSACTIONS AND  
FEES BY CONTRACT OFFICE  
YEAR ENDED JUNE 30, 2007

| <u>Contract Offices</u> | <u>Number of<br/>Transactions</u> | <u>Contract<br/>Agent Fees</u> |
|-------------------------|-----------------------------------|--------------------------------|
| AAA St. Louis           | 24,428                            | \$ 62,197                      |
| Affton                  | 52,764                            | 182,128                        |
| Alton                   | 7,856                             | 22,511                         |
| Arnold                  | 38,100                            | 126,941                        |
| Aurora                  | 16,211                            | 57,071                         |
| Ava                     | 16,103                            | 54,223                         |
| Belton                  | 47,561                            | 173,059                        |
| Bethany                 | 12,807                            | 42,061                         |
| Blue Springs            | 51,763                            | 218,009                        |
| Bolivar                 | 31,864                            | 107,184                        |
| Bonne Terre             | 28,179                            | 96,389                         |
| Boonville               | 20,531                            | 70,280                         |
| Bowling Green           | 12,172                            | 40,584                         |
| Branson                 | 27,903                            | 98,124                         |
| Bridgeton               | 42,097                            | 142,899                        |
| Brookfield              | 18,829                            | 62,884                         |
| Buffalo                 | 19,094                            | 62,974                         |
| Butler                  | 20,662                            | 70,688                         |
| Cabool                  | 5,027                             | 16,748                         |
| California              | 15,378                            | 51,496                         |
| Camdenton               | 48,701                            | 164,604                        |
| Cameron                 | 13,067                            | 43,248                         |
| Cape Girardeau          | 37,324                            | 138,296                        |
| Carrollton              | 12,487                            | 43,984                         |
| Carthage                | 43,443                            | 147,378                        |
| Caruthersville          | 19,630                            | 63,774                         |
| Cassville               | 27,810                            | 95,748                         |
| Chaffee                 | 19,871                            | 67,043                         |
| Charleston              | 15,082                            | 50,529                         |
| Chesterfield            | 58,206                            | 201,999                        |

Appendix E

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF CONTRACT AGENT TRANSACTIONS AND  
FEES BY CONTRACT OFFICE  
YEAR ENDED JUNE 30, 2007

| <u>Contract Offices</u> | <u>Number of<br/>Transactions</u> | <u>Contract<br/>Agent Fees</u> |
|-------------------------|-----------------------------------|--------------------------------|
| Chillicothe             | 20,918                            | 71,138                         |
| Clayton                 | 71,803                            | 230,319                        |
| Clinton                 | 26,636                            | 90,529                         |
| Columbia                | 112,879                           | 402,868                        |
| Crane                   | 9,623                             | 34,053                         |
| Creve Coeur             | 49,983                            | 202,604                        |
| Cuba                    | 13,990                            | 47,892                         |
| De Soto                 | 26,715                            | 91,677                         |
| Deer Creek              | 85,365                            | 292,323                        |
| Des Peres               | 60,836                            | 214,473                        |
| Dexter                  | 30,038                            | 107,793                        |
| Doniphan                | 12,996                            | 42,440                         |
| Edina                   | 7,789                             | 26,466                         |
| Eldon                   | 35,576                            | 126,094                        |
| Ellington               | 7,774                             | 26,772                         |
| Elsberry                | 4,173                             | 14,096                         |
| Eminence                | 7,835                             | 25,786                         |
| Excelsior               | 33,965                            | 111,871                        |
| Farmington              | 43,843                            | 149,937                        |
| Fayette                 | 9,096                             | 30,588                         |
| Ferguson                | 32,732                            | 109,742                        |
| Florissant              | 80,335                            | 284,787                        |
| Forsyth                 | 20,427                            | 67,393                         |
| Fredericktown           | 14,627                            | 49,078                         |
| Fulton                  | 30,673                            | 102,435                        |
| Gainesville             | 11,284                            | 38,110                         |
| Gallatin                | 9,545                             | 31,333                         |
| Gladstone               | 71,796                            | 248,691                        |
| Glenstone (Springfield) | 74,852                            | 258,050                        |
| Grandview               | 61,587                            | 232,527                        |
| Grant City              | 2,968                             | 9,931                          |



Appendix E

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF CONTRACT AGENT TRANSACTIONS AND  
FEES BY CONTRACT OFFICE  
YEAR ENDED JUNE 30, 2007

| <u>Contract Offices</u> | <u>Number of<br/>Transactions</u> | <u>Contract<br/>Agent Fees</u> |
|-------------------------|-----------------------------------|--------------------------------|
| Greenfield              | 9,696                             | 32,421                         |
| Greenville              | 13,725                            | 45,969                         |
| Hannibal                | 22,390                            | 75,543                         |
| Harrisonville           | 39,022                            | 130,891                        |
| Hartville               | 8,482                             | 28,202                         |
| Harvester               | 86,352                            | 292,290                        |
| Hermann                 | 12,079                            | 40,426                         |
| Hermitage               | 15,830                            | 52,573                         |
| High Ridge              | 67,273                            | 227,475                        |
| Houston                 | 14,103                            | 46,809                         |
| Imperial                | 31,901                            | 110,121                        |
| Independence            | 81,254                            | 270,503                        |
| Ironton                 | 14,329                            | 47,078                         |
| Jackson                 | 33,305                            | 117,720                        |
| Jefferson City          | 107,711                           | 356,497                        |
| Joplin                  | 101,881                           | 351,420                        |
| Kahoka                  | 10,348                            | 34,621                         |
| Kansas City             | 23,310                            | 153,152                        |
| Kennett                 | 24,031                            | 79,210                         |
| Keytesville             | 8,396                             | 28,344                         |
| Kingston                | 9,403                             | 31,333                         |
| Kirksville              | 24,432                            | 81,312                         |
| Lakeview                | 24,122                            | 88,910                         |
| Lamar                   | 15,724                            | 52,855                         |
| Lancaster               | 5,013                             | 16,827                         |
| Lebanon                 | 46,409                            | 150,344                        |
| Lee's Summit            | 73,298                            | 335,915                        |
| Lexington               | 26,755                            | 91,364                         |
| Liberty                 | 65,752                            | 286,850                        |
| Licking                 | 9,856                             | 32,302                         |
| Linn                    | 10,688                            | 35,880                         |

Appendix E

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF CONTRACT AGENT TRANSACTIONS AND  
FEES BY CONTRACT OFFICE  
YEAR ENDED JUNE 30, 2007

| <u>Contract Offices</u> | <u>Number of<br/>Transactions</u> | <u>Contract<br/>Agent Fees</u> |
|-------------------------|-----------------------------------|--------------------------------|
| Louisiana               | 8,459                             | 28,446                         |
| Macon                   | 19,507                            | 65,587                         |
| Malden                  | 19,394                            | 63,875                         |
| Marble Hill             | 14,434                            | 48,150                         |
| Marshall                | 26,437                            | 88,602                         |
| Marshfield              | 37,594                            | 124,929                        |
| Maryville               | 21,888                            | 73,505                         |
| Maysville               | 6,317                             | 21,009                         |
| Memphis                 | 6,962                             | 23,334                         |
| Mexico                  | 28,213                            | 94,292                         |
| Milan                   | 8,364                             | 27,950                         |
| Moberly                 | 31,430                            | 103,990                        |
| Monett                  | 21,953                            | 78,348                         |
| Monroe City             | 7,663                             | 25,808                         |
| Montgomery City         | 14,388                            | 48,820                         |
| Monticello              | 10,067                            | 33,866                         |
| Mound City              | 6,556                             | 22,325                         |
| Mount Vernon            | 15,569                            | 52,362                         |
| Mountain Grove          | 19,296                            | 63,381                         |
| Mountain View           | 13,496                            | 44,633                         |
| Neosho                  | 35,089                            | 115,483                        |
| Nevada                  | 26,566                            | 91,044                         |
| New London              | 10,777                            | 36,291                         |
| New Madrid              | 13,291                            | 44,611                         |
| Nixa                    | 36,171                            | 130,988                        |
| North County            | 66,621                            | 227,974                        |
| North Kansas City       | 60,390                            | 201,858                        |
| Northside               | 22,206                            | 74,726                         |
| O'Fallon                | 68,283                            | 270,378                        |
| Oakville                | 42,992                            | 148,570                        |
| Olivette                | 44,022                            | 149,961                        |

Appendix E

DEPARTMENT OF REVENUE  
MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
SCHEDULE OF CONTRACT AGENT TRANSACTIONS AND  
FEES BY CONTRACT OFFICE  
YEAR ENDED JUNE 30, 2007

| <u>Contract Offices</u>     | <u>Number of<br/>Transactions</u> | <u>Contract<br/>Agent Fees</u> |
|-----------------------------|-----------------------------------|--------------------------------|
| Osceola                     | 10,476                            | 35,565                         |
| Overland                    | 31,164                            | 105,322                        |
| Owensville                  | 18,729                            | 62,896                         |
| Ozark                       | 49,318                            | 157,676                        |
| Pacific                     | 34,201                            | 114,134                        |
| Palmyra                     | 11,648                            | 39,754                         |
| Paris                       | 7,735                             | 26,164                         |
| Parkville                   | 49,209                            | 163,539                        |
| Perryville                  | 22,578                            | 78,248                         |
| Pineville                   | 22,335                            | 74,797                         |
| Platte City                 | 44,020                            | 190,931                        |
| Plattsburg                  | 14,960                            | 51,345                         |
| Poplar Bluff                | 43,568                            | 177,720                        |
| Potosi                      | 23,124                            | 75,343                         |
| Princeton                   | 5,928                             | 19,857                         |
| Raytown                     | 97,802                            | 325,520                        |
| Republic                    | 62,670                            | 215,347                        |
| Richmond                    | 17,458                            | 58,193                         |
| Rock Port                   | 9,263                             | 30,661                         |
| Rolla                       | 44,616                            | 142,626                        |
| Salem                       | 22,403                            | 72,467                         |
| Sarcoxi                     | 6,803                             | 22,842                         |
| Savannah                    | 22,429                            | 78,072                         |
| Sedalia                     | 41,685                            | 186,937                        |
| Shelbina                    | 8,764                             | 29,403                         |
| Sikeston                    | 32,051                            | 107,268                        |
| South County                | 73,244                            | 246,411                        |
| South Fremont (Springfield) | 123,048                           | 400,359                        |
| South Kingshighway          | 58,438                            | 196,645                        |
| Springfield                 | 47,355                            | 157,971                        |
| St. Charles                 | 87,399                            | 293,441                        |

Appendix E

DEPARTMENT OF REVENUE  
 MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
 SCHEDULE OF CONTRACT AGENT TRANSACTIONS AND  
 FEES BY CONTRACT OFFICE  
 YEAR ENDED JUNE 30, 2007

| <u>Contract Offices</u> | <u>Number of<br/>Transactions</u> | <u>Contract<br/>Agent Fees</u> |
|-------------------------|-----------------------------------|--------------------------------|
| St. Clair               | 18,433                            | 60,911                         |
| St. Joseph              | 78,258                            | 272,239                        |
| St. Louis City Hall     | 31,810                            | 105,684                        |
| Stanberry               | 8,792                             | 29,400                         |
| Ste Genevieve           | 16,745                            | 61,060                         |
| Steelville              | 8,719                             | 29,795                         |
| Stockton                | 14,054                            | 48,610                         |
| Sugar Creek             | 38,484                            | 145,625                        |
| Sullivan                | 20,569                            | 68,894                         |
| Thayer                  | 5,780                             | 18,991                         |
| Trenton                 | 12,256                            | 40,844                         |
| Troy                    | 56,007                            | 184,796                        |
| Twin City               | 46,618                            | 161,208                        |
| Union                   | 33,227                            | 117,103                        |
| Unionville              | 7,977                             | 26,341                         |
| Van Buren               | 7,982                             | 25,714                         |
| Vandalia                | 4,883                             | 16,654                         |
| Versailles              | 23,081                            | 78,331                         |
| Viburnum                | 3,976                             | 13,233                         |
| Vienna                  | 10,846                            | 35,952                         |
| Warrensburg             | 45,632                            | 154,535                        |
| Warrenton               | 31,094                            | 103,062                        |
| Warsaw                  | 24,385                            | 80,504                         |
| Washington              | 27,064                            | 91,230                         |
| Waynesville             | 45,843                            | 148,780                        |
| Wentzville              | 48,468                            | 168,996                        |
| West County             | 52,966                            | 206,367                        |

Appendix E

DEPARTMENT OF REVENUE  
 MOTOR VEHICLE AND DRIVERS LICENSE PROCESSES  
 SCHEDULE OF CONTRACT AGENT TRANSACTIONS AND  
 FEES BY CONTRACT OFFICE  
 YEAR ENDED JUNE 30, 2007

| Contract Offices | Number of<br>Transactions | Contract<br>Agent Fees |
|------------------|---------------------------|------------------------|
| West Plains      | 37,952                    | 125,136                |
| Willow Springs   | 7,262                     | 24,302                 |
|                  | 5,602,458                 | \$ 19,478,813          |

Note: The total number of transactions and collections presented above do not include all contract agent fees collected and retained by contract agents. The department tracks only those contract agent fees related to Motor Vehicle Bureau transactions that are validated in the TRIPS. The department does not track contract agent fees related to Drivers License Bureau transactions. In addition, fees are not received by the department, but are retained by the contract agents.