

Missouri Department of Conservation



Fiscal Year 2026 Internal Expenditure Plan

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Missouri Department of Conservation Fiscal Year 2026 Budget Overview by Outcome

Table 1: Revenues Details

Revenues:	Prior Year Actuals (in millions)			FY2025 Original Budget	FY2025 Mid-Year Budget	FY2026 Request			
	FY2022	FY2023	FY2024			Amount	Increase (Decrease) from Original Budget		% of Revenues
							Amount	%	
Conservation Sales Tax	\$148.4	\$159.8	\$171.3	\$175,428,015	\$174,625,700	\$180,213,722	\$4,785,707	2.7%	61.7%
Permit Sales	\$41.2	\$41.7	\$43.6	\$44,109,829	\$46,537,850	\$47,635,974	\$3,526,145	8.0%	16.3%
Federal Reimbursements	\$35.3	\$46.5	\$50.0	\$48,981,500	\$46,017,600	\$45,262,674	(\$3,718,826)	-7.6%	15.5%
Sales and Rentals	\$7.9	\$9.4	\$8.8	\$11,550,000	\$11,320,000	\$9,463,560	(\$2,086,440)	-18.1%	3.2%
All Other Sources	\$5.0	\$7.5	\$9.8	\$9,858,346	\$9,709,700	\$9,720,700	(\$137,646)	-1.4%	3.3%
Total Revenues	\$237.8	\$265.0	\$283.5	\$289,927,690	\$288,210,850	\$292,296,630	\$2,368,940	0.8%	100.0%

Table 2: Expenditures by Outcome

Expenditures by Outcome:	Prior Year Actuals (in millions)			FY2025 Original Budget	FY2025 Mid-Year Budget	FY2026 Request			
	FY2022	FY2023	FY2024			Amount	Increase (Decrease) from Original Budget		% of Revenues
							Amount	%	
1.1: Habitat Management	\$34.4	\$38.1	\$39.2	\$54,449,772	\$53,452,527	\$53,511,886	(\$937,886)	-1.7%	18.3%
1.2: Fish and Wildlife Management	\$30.5	\$31.1	\$34.7	\$51,096,200	\$50,033,925	\$50,986,140	(\$110,060)	-0.2%	17.4%
2.1: Recreation Management	\$18.3	\$18.9	\$25.0	\$27,911,216	\$29,966,178	\$36,945,498	\$9,034,282	32.4%	12.6%
2.2: Education and Communication	\$18.9	\$20.9	\$20.9	\$30,117,359	\$28,420,237	\$25,713,865	(\$4,403,494)	-14.6%	8.8%
3.1: Conservation Business Services	\$55.7	\$65.3	\$73.0	\$63,999,205	\$63,443,245	\$59,938,842	(\$4,060,363)	-6.3%	20.5%
3.2: Staff Development and Benefits	\$41.3	\$63.5	\$74.6	\$62,353,938	\$62,894,738	\$65,200,399	\$2,846,461	4.6%	22.3%
Total Operating and Capital Improvements (CI) Expenditures Budgeted to Current Year Revenues	\$199.1	\$237.8	\$267.4	\$289,927,690	\$288,210,850	\$292,296,630	\$2,368,940	0.8%	100.0%

Table 3: Total Expenditures Request

Expenditures:	Prior Year Actuals (in millions)			FY2025 Original Budget	FY2025 Mid-Year Budget	FY2026 Request			
	FY2022	FY2023	FY2024			Amount	Increase (Decrease) from Original Budget		% of Revenues
							Amount	%	
Operating	\$199.1	\$237.8	\$267.4	\$289,927,690	\$288,210,850	\$292,296,630	\$2,368,940	0.8%	100.0%
New Construction Projects	\$2.2	\$8.0	\$23.8	\$31,850,000	\$33,150,000	\$32,600,000	\$750,000	2.4%	
Land Conservation and Partnerships		\$12.3	\$15.9	\$10,000,000	\$10,000,000	\$6,500,000	(\$3,500,000)	-35.0%	
Total Expenditures Request	\$201.3	\$258.1	\$307.1	\$331,777,690	\$331,360,850	\$331,396,630	(\$381,060)	-0.1%	

Missouri Department of Conservation Annual Total Budget Comparison by Outcome

Fiscal Year 2025 Original Budget to Fiscal Year 2026 Request

Table 4: Personal Service by Outcome

Outcomes:	Salaries		Hourly Labor		Benefits		Total Personal Service		
	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	% Change
Outcome 1.1: Habitat Management	\$24,085,869	\$25,213,241	\$3,157,077	\$3,227,152	\$0	\$0	\$27,242,946	\$28,440,393	4.4%
Outcome 1.2: Fish and Wildlife Management	\$30,738,023	\$30,028,407	\$2,603,267	\$2,830,784	\$0	\$0	\$33,341,290	\$32,859,191	-1.4%
Outcome 2.1: Recreation Management	\$11,098,354	\$12,447,087	\$1,837,363	\$1,430,102	\$0	\$0	\$12,935,717	\$13,877,189	7.3%
Outcome 2.2: Education and Communication	\$10,367,638	\$10,686,652	\$2,456,134	\$2,424,491	\$0	\$0	\$12,823,772	\$13,111,143	2.2%
Outcome 3.1: Conservation Business Services	\$13,466,740	\$15,931,224	\$536,544	\$650,294	\$0	\$0	\$14,003,284	\$16,581,518	18.4%
Outcome 3.2: Staff and Employee Development	\$1,955,566	\$1,973,372	\$569,565	\$573,710	\$56,054,454	\$59,066,479	\$58,579,585	\$61,613,561	5.2%
Total	\$91,712,190	\$96,279,983	\$11,159,950	\$11,136,533	\$56,054,454	\$59,066,479	\$158,926,594	\$166,482,995	4.8%

Table 5: Total Personal Service, Expense, & Equipment by Outcome

Outcomes:	Personal Service		Expense		Equipment		Total Personal Service, Expense, & Equipment		
	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	% Change
Outcome 1.1: Habitat Management	\$27,242,946	\$28,440,393	\$23,626,581	\$22,007,224	\$2,080,245	\$564,269	\$52,949,772	\$51,011,886	-3.7%
Outcome 1.2: Fish and Wildlife Management	\$33,341,290	\$32,859,191	\$13,009,585	\$13,198,732	\$745,325	\$543,217	\$47,096,200	\$46,601,140	-1.1%
Outcome 2.1: Recreation Management	\$12,935,717	\$13,877,189	\$11,759,365	\$12,476,498	\$216,134	\$141,811	\$24,911,216	\$26,495,498	6.4%
Outcome 2.2: Education and Communication	\$12,823,772	\$13,111,143	\$13,737,567	\$10,986,322	\$456,020	\$66,400	\$27,017,359	\$24,163,865	-10.6%
Outcome 3.1: Conservation Business Services	\$14,003,284	\$16,581,518	\$27,728,546	\$29,211,527	\$9,617,375	\$9,030,797	\$51,349,205	\$54,823,842	6.8%
Outcome 3.2: Staff and Employee Development	\$58,579,585	\$61,613,561	\$3,769,353	\$3,575,838	\$5,000	\$11,000	\$62,353,938	\$65,200,399	4.6%
Total	\$158,926,594	\$166,482,995	\$93,630,997	\$91,456,141	\$13,120,099	\$10,357,494	\$265,677,690	\$268,296,630	1.0%

Table 6: Total Budget Request by Outcome

Capital Improvements:	FY2025	FY2026	% Change
Construction*	\$56,100,000	\$56,600,000	0.9%
Land Conservation and Partnerships	\$10,000,000	\$6,500,000	-35.0%
Total Capital Improvements	\$66,100,000	\$63,100,000	-4.5%
Total Personal Service, Expense, & Equipment	\$265,677,690	\$268,296,630	1.0%
Total Budget Request	\$331,777,690	\$331,396,630	-0.1%

* Construction projects can be found in Capital Improvements, FY26 Total Construction Request list.

Missouri Department of Conservation Fiscal Year 2026 Budget Overview by Expenditure Type

Table 1: Revenues Details

Revenues:	Prior Year Actuals (in millions)			FY2025 Original Budget	FY2025 Mid-Year Budget	FY2026 Request			
	FY2022	FY2023	FY2024			Amount	Increase (Decrease) from Original Budget		% of Revenues
							Amount	%	
Conservation Sales Tax	\$148.4	\$159.8	\$171.3	\$175,428,015	\$174,625,700	\$180,213,722	\$4,785,707	2.7%	61.7%
Permit Sales	\$41.2	\$41.7	\$43.6	\$44,109,829	\$46,537,850	\$47,635,974	\$3,526,145	8.0%	16.3%
Federal Reimbursements	\$35.3	\$46.5	\$50.0	\$48,981,500	\$46,017,600	\$45,262,674	(\$3,718,826)	-7.6%	15.5%
Sales and Rentals	\$7.9	\$9.4	\$8.8	\$11,550,000	\$11,320,000	\$9,463,560	(\$2,086,440)	-18.1%	3.2%
All Other Sources	\$5.0	\$7.5	\$9.8	\$9,858,346	\$9,709,700	\$9,720,700	(\$137,646)	-1.4%	3.3%
Total Revenues	\$237.8	\$265.0	\$283.5	\$289,927,690	\$288,210,850	\$292,296,630	\$2,368,940	0.8%	100.0%

Table 7: Total Expenditures

Expenditures:	Prior Year Actuals (in millions)			FY2025 Original Budget	FY2025 Mid-Year Budget	FY2026 Request			
	FY2022	FY2023	FY2024			Amount	Increase (Decrease) from Original Budget		% of Revenues
							Amount	%	
Operating:									
Salaries	\$65.7	\$75.4	\$83.0	\$91,712,190	\$91,712,190	\$96,279,983	\$4,567,793	5.0%	32.9%
Hourly Labor	\$7.3	\$9.6	\$9.7	\$11,159,950	\$11,169,000	\$11,136,533	(\$23,417)	-0.2%	3.8%
Fringe Benefits	\$35.1	\$42.6	\$51.9	\$56,054,454	\$56,404,454	\$59,066,479	\$3,012,025	5.4%	20.2%
Total Personal Service	\$108.1	\$127.6	\$144.6	\$158,926,594	\$159,285,644	\$166,482,995	\$7,556,401	4.8%	57.0%
Expense	\$65.1	\$80.2	\$84.5	\$93,630,997	\$91,084,321	\$91,456,141	(\$2,174,856)	-2.3%	31.3%
Equipment	\$11.9	\$16.7	\$22.4	\$13,120,099	\$12,840,885	\$10,357,494	(\$2,762,605)	-21.1%	3.5%
Total Operating	\$185.1	\$224.5	\$251.5	\$265,677,690	\$263,210,850	\$268,296,630	\$2,618,940	1.0%	91.8%
Capital Improvements:									
Construction	\$13.9	\$21.3	\$39.7	\$24,250,000	\$25,000,000	\$24,000,000	(\$250,000)	-1.0%	8.2%
Land Conservation and Partnerships	\$2.4	\$12.3	\$15.9	\$0	\$0	\$0	\$0	-	-
Total Capital Improvements	\$16.2	\$33.6	\$55.6	\$24,250,000	\$25,000,000	\$24,000,000	(\$250,000)	-1.0%	8.2%
Total Operating and CI Expenditures Budgeted to Current Year Revenues	\$201.3	\$258.1	\$307.1	\$289,927,690	\$288,210,850	\$292,296,630	\$2,368,940	0.8%	100%

Missouri Department of Conservation Fiscal Year 2026 Budget Overview by Expenditure Type (continued)

Table 8: Total Expenditures Request

Total Expenditures Budgeted to Current Year Revenues (from page 3):	FY2025 Original Budget	FY2025 Mid-Year Budget	FY2026 Request		
			Amount	Increase (Decrease) from Original Budget	
				Amount	%
Operating	\$289,927,690	\$288,210,850	\$292,296,630	\$2,368,940	0.8%
New Construction Projects	\$31,850,000	\$33,150,000	\$32,600,000	\$750,000	2.4%
Land Conservation and Partnerships	\$10,000,000	\$10,000,000	\$6,500,000	(\$3,500,000)	-35.0%
Total Expenditures Request	\$331,777,690	\$331,360,850	\$331,396,630	(\$381,060)	-0.1%

Table 9: Total Capital Improvement Request

INFORMATIONAL PURPOSES ONLY:	FY2025 Original Budget	FY2025 Mid-Year Budget	FY2026 Request Amount
Total Capital Improvement Request Including Major One-Time Projects:			
Construction	\$56,100,000	\$58,150,000	\$56,600,000
Land Conservation and Partnerships	\$10,000,000	\$10,000,000	\$6,500,000
Total Capital Improvement Request	\$66,100,000	\$68,150,000	\$63,100,000

Missouri Department of Conservation Annual Total Budget Comparison by Budget Unit

Fiscal Year 2025 Original Budget to Fiscal Year 2026 Request

Table 10: Total Personal Service by Branch

Branch:	Salaries		Salaried FTE*		Hourly Labor		Benefits**		Total Personal Service		
	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	% Change
Administration	\$3,350,276	\$3,332,035	36.0	37.5	\$147,499	\$118,814	\$0	\$0	\$3,497,775	\$3,450,849	-1.3%
Communications	\$2,474,677	\$2,587,221	37.5	37.5	\$82,591	\$73,263	\$0	\$0	\$2,557,268	\$2,660,484	4.0%
Community & Private Land Services	\$1,581,412	\$1,610,469	22.0	21.5	\$139,320	\$138,453	\$0	\$0	\$1,720,732	\$1,748,922	1.6%
Conservation Business Services	\$3,331,767	\$3,520,451	58.0	58.0	\$189,588	\$133,827	\$36,967,773	\$38,971,710	\$40,489,128	\$42,625,988	5.3%
Education	\$7,182,545	\$7,426,960	121.5	119.0	\$1,727,531	\$1,820,133	\$0	\$0	\$8,910,076	\$9,247,093	3.8%
Human Resources	\$1,955,566	\$1,973,372	27.0	26.5	\$508,326	\$512,420	\$19,066,681	\$20,094,769	\$21,530,573	\$22,580,561	4.9%
Information Technology	\$4,719,596	\$4,975,757	60.0	60.0	\$199,457	\$205,840	\$0	\$0	\$4,919,053	\$5,181,597	5.3%
Infrastructure Management	\$4,609,912	\$4,785,943	60.0	58.0	\$269,586	\$191,813	\$0	\$0	\$4,879,498	\$4,977,756	2.0%
Protection	\$14,419,022	\$14,838,270	212.0	208.5	\$29,935	\$30,893	\$0	\$0	\$14,448,957	\$14,869,163	2.9%
Regional Resource Management	\$34,062,409	\$36,006,957	616.5	628.5	\$4,155,971	\$4,073,985	\$20,000	\$0	\$38,238,380	\$40,080,942	4.8%
Relevancy	\$948,621	\$978,155	13.0	13.0	\$127,842	\$131,933	\$0	\$0	\$1,076,463	\$1,110,088	3.1%
Science	\$5,949,789	\$6,588,086	86.5	94.0	\$2,553,530	\$2,755,494	\$0	\$0	\$8,503,319	\$9,343,580	9.9%
Statewide Resource Management	\$7,126,598	\$7,656,307	128.0	130.0	\$1,028,774	\$949,665	\$0	\$0	\$8,155,372	\$8,605,972	5.5%
Total	\$91,712,190	\$96,279,983	1,478.0	1,492.0	\$11,159,950	\$11,136,533	\$56,054,454	\$59,066,479	\$158,926,594	\$166,482,995	4.8%

Table 11: Total Personal Service, Expense, & Equipment by Branch

Branch:	Personal Service (PS)		Salaried FTE*		Expense		Equipment		Total PS, Expense, & Equipment		
	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	% Change
Administration	\$3,497,775	\$3,450,849	36.0	37.5	\$2,207,915	\$1,969,435	\$7,800	\$3,000	\$5,713,490	\$5,423,284	-5.1%
Communications	\$2,557,268	\$2,660,484	37.5	37.5	\$7,969,215	\$6,934,429	\$45,950	\$31,500	\$10,572,433	\$9,626,413	-8.9%
Community & Private Land Services	\$1,720,732	\$1,748,922	22.0	21.5	\$9,675,737	\$9,729,933	\$150,400	\$5,000	\$11,546,869	\$11,483,855	-0.5%
Conservation Business Services	\$40,489,128	\$42,625,988	58.0	58.0	\$15,036,717	\$14,691,717	\$7,258,700	\$7,331,767	\$62,784,545	\$64,649,472	3.0%
Education	\$8,910,076	\$9,247,093	121.5	119.0	\$3,054,283	\$2,544,795	\$232,850	\$20,000	\$12,197,209	\$11,811,888	-3.2%
Human Resources	\$21,530,573	\$22,580,561	27.0	26.5	\$1,274,284	\$1,207,010	\$5,000	\$5,000	\$22,809,857	\$23,792,571	4.3%
Information Technology	\$4,919,053	\$5,181,597	60.0	60.0	\$13,701,977	\$16,100,420	\$2,350,875	\$1,689,830	\$20,971,905	\$22,971,847	9.5%
Infrastructure Management	\$4,879,498	\$4,977,756	60.0	58.0	\$1,899,908	\$1,814,259	\$52,370	\$39,150	\$6,831,776	\$6,831,165	0.0%
Protection	\$14,448,957	\$14,869,163	212.0	208.5	\$1,723,485	\$1,896,830	\$348,410	\$356,500	\$16,520,852	\$17,122,493	3.6%
Regional Resource Management	\$38,238,380	\$40,080,942	616.5	628.5	\$11,906,593	\$10,956,253	\$1,024,983	\$555,331	\$51,169,956	\$51,592,526	0.8%
Relevancy	\$1,076,463	\$1,110,088	13.0	13.0	\$821,999	\$905,411	\$63,620	\$14,900	\$1,962,082	\$2,030,399	3.5%
Science	\$8,503,319	\$9,343,580	86.5	94.0	\$10,928,508	\$10,499,300	\$361,850	\$146,877	\$19,793,677	\$19,989,757	1.0%
Statewide Resource Management	\$8,155,372	\$8,605,972	128.0	130.0	\$13,430,376	\$12,206,349	\$1,217,291	\$158,639	\$22,803,039	\$20,970,860	-8.0%
Total	\$158,926,594	\$166,482,995	1,478.0	1,492.0	\$93,630,997	\$91,456,141	\$13,120,099	\$10,357,494	\$265,677,690	\$268,296,630	1.0%

Table 12: Capital Improvements and Total Budget Request

Capital Improvements:	FY2025	FY2026	% Change
Construction*	\$56,100,000	\$56,600,000	0.9%
Land Conservation and Partnerships	\$10,000,000	\$6,500,000	-35.0%
Total Capital Improvements	\$66,100,000	\$63,100,000	-4.5%
Total Personal Service, Expense, & Equipment	\$265,677,690	\$268,296,630	1.0%
Total Budget Request	\$331,777,690	\$331,396,630	-0.1%

* Vacancies were calculated as .5 FTEs and new requested positions were calculated as full FTEs, 1,560 total position count.

** Fringe Benefits for all positions are budgeted and paid through Conservation Business Services and Human Resources.

Missouri Department of Conservation Annual Total Budget Comparison by Budget Unit - Regions

Fiscal Year 2025 Original Budget to Fiscal Year 2026 Request

Table 13: Total Personal Service by Region

Region:	Salaries		Salaried FTE*		Hourly Labor		Benefits**		Total Personal Service		
	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	% Change
Regional Resource Management	\$607,763	\$642,468	9.0	9.0	\$0	\$0	\$20,000	\$0	\$627,763	\$642,468	2.3%
Central Region	\$4,309,571	\$4,650,031	75.5	79.0	\$477,205	\$402,152	\$0	\$0	\$4,786,776	\$5,052,183	5.5%
Kansas City Region	\$4,227,279	\$4,544,571	77.0	80.5	\$585,434	\$538,584	\$0	\$0	\$4,812,713	\$5,083,155	5.6%
Northeast Region	\$3,628,179	\$3,641,918	64.5	62.0	\$491,099	\$463,816	\$0	\$0	\$4,119,278	\$4,105,734	-0.3%
Northwest Region	\$3,980,607	\$4,144,096	72.0	72.0	\$443,957	\$466,963	\$0	\$0	\$4,424,564	\$4,611,059	4.2%
Ozark Region	\$4,324,730	\$4,570,037	79.0	79.5	\$518,830	\$485,036	\$0	\$0	\$4,843,560	\$5,055,073	4.4%
Saint Louis Region	\$3,893,605	\$4,096,378	71.5	73.0	\$406,937	\$413,468	\$0	\$0	\$4,300,542	\$4,509,846	4.9%
Southeast Region	\$4,589,696	\$4,824,595	87.0	88.0	\$615,808	\$626,976	\$0	\$0	\$5,205,504	\$5,451,571	4.7%
Southwest Region	\$4,500,979	\$4,892,863	81.0	85.5	\$616,701	\$676,990	\$0	\$0	\$5,117,680	\$5,569,853	8.8%
Total	\$34,062,409	\$36,006,957	616.5	628.5	\$4,155,971	\$4,073,985	\$20,000	\$0	\$38,238,380	\$40,080,942	4.8%

Table 14: Total Personal Service, Expense, & Equipment by Region

Region:	Personal Service (PS)		Salaried FTE*		Expense		Equipment		Total PS, Expense, & Equipment		
	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025	FY2026	% Change
Regional Resource Management	\$627,763	\$642,468	9.0	9.0	\$394,300	\$276,015	\$1,850	\$18,082	\$1,023,913	\$936,565	-8.5%
Central Region	\$4,786,776	\$5,052,183	75.5	79.0	\$1,385,320	\$1,178,739	\$285,000	\$99,235	\$6,457,096	\$6,330,157	-2.0%
Kansas City Region	\$4,812,713	\$5,083,155	77.0	80.5	\$1,405,275	\$1,581,719	\$179,304	\$84,785	\$6,397,292	\$6,749,659	5.5%
Northeast Region	\$4,119,278	\$4,105,734	64.5	62.0	\$1,321,250	\$1,091,705	\$21,925	\$69,200	\$5,462,453	\$5,266,639	-3.6%
Northwest Region	\$4,424,564	\$4,611,059	72.0	72.0	\$1,362,169	\$1,372,843	\$186,300	\$40,262	\$5,973,033	\$6,024,164	0.9%
Ozark Region	\$4,843,560	\$5,055,073	79.0	79.5	\$1,359,710	\$1,161,294	\$61,350	\$21,615	\$6,264,620	\$6,237,982	-0.4%
Saint Louis Region	\$4,300,542	\$4,509,846	71.5	73.0	\$1,895,121	\$1,890,897	\$54,465	\$71,237	\$6,250,128	\$6,471,980	3.5%
Southeast Region	\$5,205,504	\$5,451,571	87.0	88.0	\$1,642,361	\$1,364,094	\$123,239	\$109,242	\$6,971,104	\$6,924,907	-0.7%
Southwest Region	\$5,117,680	\$5,569,853	81.0	85.5	\$1,141,087	\$1,038,947	\$111,550	\$41,673	\$6,370,317	\$6,650,473	4.4%
Total	\$38,238,381	\$40,080,942	616.5	628.5	\$11,906,593	\$10,956,253	\$1,024,983	\$555,331	\$51,169,956	\$51,592,526	0.8%

Table 15: Capital Improvements and Total Budget Request by Region

Capital Improvements:	Capital Improvements		
	FY2025	FY2026	% Change
Land Conservation and Partnerships	\$1,933,120	\$710,420	-63.3%
Total Capital Improvements	\$1,933,120	\$710,420	-63.3%
Total Personal Service, Expense, & Equipment	\$51,169,956	\$51,592,526	0.8%
Total Regional Resource Management Budget Request	\$53,103,076	\$52,302,946	-1.5%

* Vacancies were calculated as .5 FTEs and new requested positions were calculated as full FTEs, 654 regional position count.

** Fringe Benefits for all positions are budgeted and paid through Conservation Business Services and Human Resources.

Missouri Department of Conservation Annual Total Land Conservation and Partnerships Fiscal Year 2026 Request

Table 16: Land Conservation and Partnerships Request

Land Conservation and Partnerships	2024	2025	2026	Outcome
Land Acquisition:				
Infrastructure Management	\$8,639,831	\$6,579,846	\$3,956,548	2.1
Regional Resource Management**	\$15,000	\$850,000	\$10,000	1.1
Partnerships:				
Administration	\$728,678	\$1,371,714	\$1,833,032	2.1, 2.2
Regional Resource Management (RRM)				
<i>RRM Administration</i>	\$616,491	\$533,120	\$0	2.1
<i>Central Region</i>	\$0	\$295,000	\$316,025	1.1
<i>Southwest Region</i>	\$0	\$295,000	\$384,395	1.1
Statewide Resource Management	\$0	\$75,320	\$0	2.1
Total Land Conservation and Partnerships	\$10,000,000	\$10,000,000	\$6,500,000	

** FY26 Forest Legacy Administrative Grant to be used for reimbursable expenses related to the development of Forest Legacy grant proposals or Forest Legacy project due diligence if project proposals are awarded.

Missouri Department of Conservation Fiscal Year 2026 Budget by Branch and Outcome

Table 17: Budget by Branch and Outcome

Branch and Expenditure:	Outcome 1.1 Habitat Management	Outcome 1.2 Fish & Wildlife Management	Outcome 2.1 Recreation Management	Outcome 2.2 Education & Communication	Outcome 3.1 Conservation Business Services	Outcome 3.2 Staff Development & Benefits	Total
Administration							
Salaries	\$78,891	\$0	\$0	\$0	\$3,253,144	\$0	\$3,332,035
Hourly Labor	\$0	\$0	\$0	\$0	\$118,814	\$0	\$118,814
Expense	\$24,300	\$0	\$0	\$0	\$1,709,060	\$236,075	\$1,969,435
Equipment	\$0	\$0	\$0	\$0	\$3,000	\$0	\$3,000
Land Conservation & Partnerships	\$0	\$0	\$1,833,032	\$995,396	\$0	\$0	\$1,833,032
Total	\$103,191	\$0	\$1,833,032	\$995,396	\$5,084,018	\$236,075	\$7,256,316
Communications							
Salaries	\$0	\$0	\$0	\$2,587,221	\$0	\$0	\$2,587,221
Hourly Labor	\$0	\$0	\$0	\$73,263	\$0	\$0	\$73,263
Expense	\$33,000	\$433,866	\$144,700	\$6,322,863	\$0	\$0	\$6,934,429
Equipment	\$0	\$0	\$0	\$31,500	\$0	\$0	\$31,500
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$33,000	\$433,866	\$144,700	\$9,014,847	\$0	\$0	\$9,626,413
Community & Private Land Conservation							
Salaries	\$1,160,431	\$0	\$450,038	\$0	\$0	\$0	\$1,610,469
Hourly Labor	\$0	\$0	\$138,453	\$0	\$0	\$0	\$138,453
Expense	\$5,140,641	\$0	\$4,541,907	\$0	\$0	\$47,385	\$9,729,933
Equipment	\$2,000	\$0	\$3,000	\$0	\$0	\$0	\$5,000
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$6,303,072	\$0	\$5,133,398	\$0	\$0	\$47,385	\$11,483,855

Branch and Expenditure:	Outcome 1.1 Habitat Management	Outcome 1.2 Fish & Wildlife Management	Outcome 2.1 Recreation Management	Outcome 2.2 Education & Communication	Outcome 3.1 Conservation Business Services	Outcome 3.2 Staff Development & Benefits	Total
Conservation Business Services							
Salaries	\$0	\$0	\$0	\$0	\$3,520,451	\$0	\$3,520,451
Hourly Labor	\$0	\$0	\$0	\$0	\$133,827	\$0	\$133,827
Benefits	\$0	\$0	\$0	\$0	\$0	\$38,971,710	\$38,971,710
Expense	\$0	\$0	\$0	\$0	\$14,587,167	\$104,550	\$14,691,717
Equipment	\$0	\$0	\$0	\$0	\$7,331,767	\$0	\$7,331,767
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$25,573,212	\$39,076,260	\$64,649,472
Education							
Salaries	\$0	\$0	\$0	\$7,426,960	\$0	\$0	\$7,426,960
Hourly Labor	\$0	\$0	\$0	\$1,820,133	\$0	\$0	\$1,820,133
Expense	\$5,000	\$30,000	\$0	\$2,502,295	\$0	\$7,500	\$2,544,795
Equipment	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$5,000	\$30,000	\$0	\$11,769,388	\$0	\$7,500	\$11,811,888
Human Resources							
Salaries	\$0	\$0	\$0	\$0	\$0	\$1,973,372	\$1,973,372
Hourly Labor	\$0	\$0	\$0	\$0	\$0	\$512,420	\$512,420
Benefits	\$0	\$0	\$0	\$0	\$0	\$20,094,769	\$20,094,769
Expense	\$0	\$0	\$0	\$0	\$0	\$1,207,010	\$1,207,010
Equipment	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$0	\$23,792,571	\$23,792,571

Branch and Expenditure:	Outcome 1.1 Habitat Management	Outcome 1.2 Fish & Wildlife Management	Outcome 2.1 Recreation Management	Outcome 2.2 Education & Communication	Outcome 3.1 Conservation Business Services	Outcome 3.2 Staff Development & Benefits	Total
Information Technology							
Salaries	\$0	\$0	\$0	\$0	\$4,975,757	\$0	\$4,975,757
Hourly Labor	\$0	\$0	\$0	\$0	\$205,840	\$0	\$205,840
Expense	\$365,000	\$354,200	\$893,390	\$694,500	\$12,629,675	\$1,163,655	\$16,100,420
Equipment	\$0	\$0	\$0	\$0	\$1,689,830	\$0	\$1,689,830
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$365,000	\$354,200	\$893,390	\$694,500	\$19,501,102	\$1,163,655	\$22,971,847
Infrastructure Management							
Salaries	\$0	\$182,666	\$421,405	\$0	\$4,181,872	\$0	\$4,785,943
Hourly Labor	\$0	\$0	\$0	\$0	\$191,813	\$0	\$191,813
Expense	\$0	\$0	\$1,426,915	\$0	\$285,625	\$101,719	\$1,814,259
Equipment	\$0	\$0	\$32,950	\$0	\$6,200	\$0	\$39,150
Land Conservation & Partnerships	\$0	\$0	\$3,956,548	\$0	\$0	\$0	\$3,956,548
Total	\$0	\$182,666	\$5,837,818	\$0	\$4,665,510	\$101,719	\$10,787,713
Protection							
Salaries	\$0	\$14,838,270	\$0	\$0	\$0	\$0	\$14,838,270
Hourly Labor	\$0	\$0	\$0		\$0	\$30,893	\$30,893
Expense	\$0	\$1,803,705	\$0	\$20,000	\$0	\$73,125	\$1,896,830
Equipment	\$0	\$356,500	\$0	\$0	\$0	\$0	\$356,500
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$16,998,475	\$0	\$20,000	\$0	\$104,018	\$17,122,493

Branch and Expenditure:	Outcome 1.1 Habitat Management	Outcome 1.2 Fish & Wildlife Management	Outcome 2.1 Recreation Management	Outcome 2.2 Education & Communication	Outcome 3.1 Conservation Business Services	Outcome 3.2 Staff Development & Benefits	Total
Regional Resource Management							
Salaries	\$20,864,219	\$3,964,011	\$11,178,727	\$0	\$0	\$0	\$36,066,957
Hourly Labor	\$1,892,849	\$468,374	\$1,283,203	\$399,162	\$0	\$30,397	\$4,073,985
Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense	\$4,344,154	\$566,911	\$4,980,992	\$745,671	\$0	\$318,525	\$10,956,253
Equipment	\$412,270	\$35,200	\$105,861	\$0	\$0	\$2,000	\$555,331
Land Conservation & Partnerships	\$710,420	\$0	\$0	\$0	\$0	\$0	\$710,420
Total	\$28,223,912	\$5,034,496	\$17,961,109	\$1,144,833	\$0	\$350,922	\$52,302,946
Relevancy							
Salaries	\$0	\$0	\$305,684	\$672,471	\$0	\$0	\$978,155
Hourly Labor	\$0	\$0	\$0	\$131,933	\$0	\$0	\$131,933
Expense	\$0	\$0	\$459,199	\$437,662	\$0	\$8,550	\$905,411
Equipment	\$0	\$0	\$0	\$14,900	\$0	\$0	\$14,900
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$764,883	\$1,256,966	\$0	\$8,550	\$2,030,399
Science							
Salaries	\$462,835	\$6,125,251	\$0	\$0	\$0	\$0	\$6,588,086
Hourly Labor	\$762,252	\$1,993,242	\$0	\$0	\$0	\$0	\$2,755,494
Expense	\$3,525,980	\$6,731,282	\$13,883	\$120,150	\$0	\$108,005	\$10,499,300
Equipment	\$2,952	\$143,925	\$0	\$0	\$0	\$0	\$146,877
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4,754,019	\$14,993,700	\$13,883	\$120,150	\$0	\$108,005	\$19,989,757

Branch and Expenditure:	Outcome 1.1 Habitat Management	Outcome 1.2 Fish & Wildlife Management	Outcome 2.1 Recreation Management	Outcome 2.2 Education & Communication	Outcome 3.1 Conservation Business Services	Outcome 3.2 Staff Development & Benefits	Total
Statewide Resource Management							
Salaries	\$2,646,865	\$4,918,209	\$91,233	\$0	\$0	\$0	\$7,656,307
Hourly Labor	\$572,051	\$369,168	\$8,446	\$0	\$0	\$0	\$949,665
Expense	\$8,569,149	\$3,278,768	\$15,512	\$143,181	\$0	\$199,739	\$12,206,349
Equipment	\$147,047	\$7,592	\$0	\$0	\$0	\$4,000	\$158,639
Land Conservation & Partnerships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$11,935,112	\$8,573,737	\$115,191	\$143,181	\$0	\$203,739	\$20,970,960
Construction							
Maintenance, Repair, & Rehabilitation	\$2,500,000	\$4,385,000	\$10,450,000	\$1,550,000	\$5,115,000	\$0	\$24,000,000
New Construction	\$0	\$32,500,000	\$100,000	\$0	\$0	\$0	\$32,600,000
Total	\$2,500,000	\$36,885,000	\$10,550,000	\$1,550,000	\$5,115,000	\$0	\$56,600,000
Totals							
Salaries	\$25,213,241	\$30,028,407	\$12,447,087	\$10,686,652	\$15,931,224	\$1,973,372	\$96,279,983
Hourly Labor	\$3,227,152	\$2,830,784	\$1,430,102	\$2,424,491	\$650,294	\$573,710	\$11,136,533
Benefits	\$0	\$0	\$0	\$0	\$0	\$59,066,479	\$59,066,479
Expense	\$22,007,224	\$13,198,732	\$12,476,498	\$10,986,322	\$29,211,527	\$3,575,838	\$91,456,141
Equipment	\$564,269	\$543,217	\$141,811	\$66,400	\$9,030,797	\$11,000	\$10,357,494
Maintenance, Repair, & Rehabilitation	\$2,500,000	\$4,385,000	\$10,450,000	\$1,550,000	\$5,115,000	\$0	\$24,000,000
New Construction	\$0	\$32,500,000	\$100,000	\$0	\$0	\$0	\$32,600,000
Land Conservation & Partnerships	\$710,420	\$0	\$5,789,580	\$0	\$0	\$0	\$6,500,000
Grand Total	\$54,222,306	\$83,486,140	\$42,835,078	\$25,713,865	\$59,938,842	\$65,200,399	\$331,396,630

Missouri Department of Conservation Fiscal Year 2026 Personnel and Equipment Request Summary

The following is a breakdown of some of the major costs in the personal service and equipment budget categories.

Table 18: Personnel Request

Personnel	Type	FTE	Note
Budgeted FTE:	Salaried	1,463.5 ¹	Salaried FTE are based on full time permanent positions.
	Salaried - Term	28.5 ¹	Term FTE are based on full time positions with an end date.
	Hourly Labor	294.6 ²	
Total Budgeted FTE		1,786.6	

Table 19: FY25 Equipment Request

Equipment	Inventory 6/30/2025	Removed Units	Replaced Units	New Units	Inventory 6/30/2026	Replacement Guidelines
Sedans and Station Wagons	5	2	0	0	3	140,000 miles
SUVs and Vans	111	3	3	6	117	140,000 miles
½ - Ton Pickup Trucks	653	56	58	16	671	140,000 miles
¾ - Ton Pickup Trucks	227	20	19	0	226	140,000 miles
Heavy Duty Trucks	183	9	10	0	184	160,000 miles
Heavy Equipment	142	4	4	0	142	4,000 – 10,000 hours and/or age and disrepair
Tractors	166	12	0	0	154 ³	4,000 – 8,000 hours and/or age and disrepair
Boats	992	5	5	1	993	1,500 hours and/or age and disrepair
Boat Motors	430	5	5	1	431	1,500 hours and/or age and disrepair
Trailers	1,220	20	20	0	1,220	Age and disrepair
ATV/UTV	314	10	10	1	315	Age and disrepair
Desktop Computers	402	75	65	0	392	5 years
Laptop Computers	1,596	388	398	0	1,606 ⁴	4 years

¹ Vacancies are calculated at 0.5 FTEs and new requested positions are calculated as full FTEs, 1,560 total position count.

² Calculated full time equivalent (FTE) based on total hourly budget divided by the average hourly wage divided by 2,080 hours.

³ Reduction in tractors is due to a shift to leasing.

⁴ No new laptop requests.

Missouri Department of Conservation Summary of Fiscal Year 2026 Appropriations

Appropriations are based on Governor Recommendations.

Table 20: Summary of Fiscal Year 2026 Appropriations

Department	Appropriation	FY2026 Appropriation Amount
Office of Administration	Legal Expense Fund (HB 5.145)	\$130,000
Office of Administration	DOR IT Consolidation Expense & Equipment (HB 5.030)	\$33,197
Office of Administration	Worker's Compensation (HB 5.540, 5.545, 5.550)	\$1,327,600
Office of Administration	Unemployment Compensation (HB 5.500)	\$100,000
Office of Administration	Estimated Social Security Tax (HB 5.450)	\$8,514,001
Office of Administration	Staff payments for Dental and Vision through MCHCP (HB 5.510)	\$233,025
Office of Administration	Deferred Compensation Incentive (HB 5.485)	\$1,837,757
Office of Administration	Estimated MOSERS Retirement (HB 5.465)	\$34,071,944
State Auditor	Personal Service, Expenses, and Equipment (HB 12.165)	\$64,703
Department of Revenue	Expenses for Sales Tax Collection Personal Service and EE (HB 4.010)	\$844,762
Department of Revenue	Expenses for Postage (HB 4.025)	\$1,343
Department of Conservation	Personal Services (HB 6.600 – HB 6.625)	\$128,666,942
Department of Conservation	Expense and Equipment (HB 6.600 – HB 6.625)	\$112,259,373
Department of Conservation	Capital Improvement (HB 17 Reappropriation)	\$36,800,000
Department of Conservation	Capital Improvement (HB 18 Maintenance and Repair with Reappropriation)	\$161,050,000
Department of Conservation	Capital Improvement (HB 19 New Construction and Land)	\$20,600,000
Department of Conservation	American Rescue Plan Act (ARPA) (HB 20)	\$11,777,808

Missouri Department of Conservation Restricted Trust Accounts as of 3/31/2025

Table 21: Restricted Trust Accounts as of 3/31/2025

Trust Name	Original Balance	Receipts & Expenditures Prior to FY25	FY25 Receipts & Expenditures	FY25 Balance	Notes
James D. Christie Trust	\$16,667	\$32,402	(\$976)	\$48,093	The Commission established this trust at the July 14, 1976 meeting; its purpose is to receive and disburse funds, for the Christie Conservation Area, in accordance with the guidelines of the estate.
Beaver Creek State Forest Trust	\$14,300	(\$240)	\$153	\$14,213	This trust was established per the Commission Action dated August 19, 1980, solely for the maintenance of the Beaver Creek Conservation Area Archery Range. Original donation included \$260 cash on hand and two tracts of land consisting of approximately 153 acres and 40 acres.
Ralph and Martha Perry Trust	\$250,022	\$55,323	\$3,328	\$308,673	This trust estate was originally established per the Commission Action dated December 13, 1971, to maintain, enlarge, improve and make available for public use and enjoyment the conservation and wildlife area known as the Ralph and Martha Perry Memorial Wildlife Area, including adjacent to, adjoining and in the vicinity of that certain tract of land donated during the Grantor's lifetime, which may include land to be acquired in Johnson County, Missouri.
George Wade and June Shelton Trust	\$1,062,751	(\$634,927)	\$2,809	\$430,633	This trust was established per the Commission Action dated November 2, 2007, "...to be used for the purchase, management, and control of a forest or wildlife area in the southern half of the State of Missouri. The acquired land shall be known as the Wade and June Shelton Memorial Conservation Area and the Conservation Commission or its successor shall erect and maintain a suitable marker on the area so designating it."
Bangert Island Trust	\$350,000	\$34,902	\$4,195	\$389,098	This trust was established per the Commission Action dated December 12, 2014 to enter into an agreement between the City of St. Charles and the heirs of Anna Luise and Edwin Kurtz that resulted in "...the ownership of Bangert Island being transferred to the City and the City making reasonable compensation to the Department as mitigation for the transfer of ownership. The Department will use the funds to acquire additional land in the St. Charles County/St. Louis metropolitan area for the conservation of forest, fish, and wildlife and public use."
Bernadette Sieving Trust	\$62,500	\$11,812	\$810	\$75,122	This trust was established by Ms. Bernadette Sieving per her trust dated October 13, 2014. Ms. Sieving was a conservation enthusiast and enjoyed volunteer work at Powder Valley Nature Center. Funds are to be used for the benefit of Powder Valley Conservation Nature Center.
Ted Jones Trust	\$82,047	\$124,780	\$2,254	\$209,081	This trust was established under the terms of the Jones Public Trust to be used for the repair and maintenance of the house and buildings at Prairie Fork Conservation Area with the remaining income to be used as deemed proper.
Richard Wasson Trust	\$20,000	\$1,791	\$238	\$22,027	This trust was established in September 2017 by Richard Wasson. Funds are to be used for the benefit of Powder Valley Conservation Nature Center.
Perkins Tract ILF Mitigation	\$50,000	(\$30,075)	(\$14,300)	\$5,625	This trust was established for MDC to serve as Long-term Steward of the Perkins Tract within Mineral Hills CA and will assume all responsibility for the property under the Range-Wide Bat In-Lieu Fee program.
Edward Jones Restricted License Fees	\$225,000	\$169,032	(\$2,767)	\$391,265	This license agreement was established for Edward D. Jones, Co., LP, for continued use of Prairie Fork Conservation Area as set out in the agreement.
Total Restricted Trust Accounts	\$2,133,287	(\$235,202)	(\$4,255)	\$1,893,830	

Goal 1: MDC takes care of nature Fiscal Year Comparison

Table 22: Outcome 1.1 Habitat Management Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
1.1 Habitat Management	Salaries	\$12,534,949	\$24,085,869	\$25,213,241	\$1,127,372	4.7%
1.1 Habitat Management	Hourly Labor	\$2,620,700	\$3,157,077	\$3,227,152	\$70,075	2.2%
1.1 Habitat Management	Expense	\$20,802,849	\$23,626,581	\$22,007,224	(\$1,619,357)	-6.9%
1.1 Habitat Management	Equipment	\$2,533,920	\$2,080,245	\$564,269	(\$1,515,976)	-72.9%
1.1 Habitat Management	Construction	\$8,433,519	\$10,500,000	\$2,500,000	(\$8,000,000)	-76.2%
1.1 Habitat Management	Land Conservation & Partnerships	\$3,636,674	\$1,440,000	\$710,420	(\$729,580)	-50.7%
1.1 Habitat Management	Total	\$50,562,610	\$64,889,772	\$54,222,306	(\$10,667,466)	-16.4%

1.1 Habitat Management – Missouri has healthy land, water, and forests

Table 23: Outcome 1.2 Fish and Wildlife Management Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
1.2 Fish and Wildlife Management	Salaries	\$18,103,626	\$30,738,023	\$30,028,407	(\$709,616)	-2.3%
1.2 Fish and Wildlife Management	Hourly Labor	\$1,925,850	\$2,603,267	\$2,830,784	\$227,517	8.7%
1.2 Fish and Wildlife Management	Expense	\$11,919,094	\$13,009,585	\$13,198,732	\$189,147	1.5%
1.2 Fish and Wildlife Management	Equipment	\$1,320,895	\$745,325	\$543,217	(\$202,108)	-27.1%
1.2 Fish and Wildlife Management	Construction	\$10,866,901	\$21,600,000	\$36,885,000	\$15,285,000	70.8%
1.2 Fish and Wildlife Management	Land Conservation & Partnerships	\$275,000	\$0	\$0	\$0	0.0%
1.2 Fish and Wildlife Management	Total	\$44,411,368	\$68,696,200	\$83,486,140	\$14,789,940	21.5%

1.2 Fish and Wildlife Management – Missouri has sustainable fish and wildlife

Table 24: Goal 1 Totals Fiscal Year Comparison

Goal	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
Goal 1	Salaries	\$30,638,576	\$54,823,892	\$55,241,648	\$417,756	0.8%
Goal 1	Hourly Labor	\$4,546,550	\$5,760,344	\$6,057,936	\$297,592	5.2%
Goal 1	Expense	\$32,721,943	\$36,636,166	\$35,205,956	(\$1,430,210)	-3.9%
Goal 1	Equipment	\$3,854,815	\$2,825,570	\$1,107,486	(\$1,718,084)	-60.8%
Goal 1	Construction	\$19,300,420	\$32,100,000	\$39,385,000	\$7,285,000	22.7%
Goal 1	Land Conservation & Partnerships	\$3,911,674	\$1,440,000	\$710,420	(\$729,580)	-50.7%
Goal 1	Total	\$94,973,978	\$133,585,972	\$137,708,446	\$4,122,474	3.1%

Outcome 1.1 – Habitat Management Fiscal Year Comparison

Table 22: Outcome 1.1 Habitat Management Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
1.1 Habitat Management	Salaries	\$12,534,949	\$24,085,869	\$25,213,241	\$1,127,372	4.7%
1.1 Habitat Management	Hourly Labor	\$2,620,700	\$3,157,077	\$3,227,152	\$70,075	2.2%
1.1 Habitat Management	Expense	\$20,802,849	\$23,626,581	\$22,007,224	(\$1,619,357)	-6.9%
1.1 Habitat Management	Equipment	\$2,533,920	\$2,080,245	\$564,269	(\$1,515,976)	-72.9%
1.1 Habitat Management	Construction	\$8,433,519	\$10,500,000	\$2,500,000	(\$8,000,000)	-76.2%
1.1 Habitat Management	Land Conservation & Partnerships	\$3,636,674	\$1,440,000	\$710,420	(\$729,580)	-50.7%
1.1 Habitat Management	Total	\$50,562,610	\$64,889,772	\$54,222,306	(\$10,667,466)	-16.4%

1.1 Habitat Management – Missouri has healthy land, water, and forests

Outcome 1.1 Program Description

Department of Conservation HB Section: 6.600

Program Name: Habitat Management

Program is found in the following core budget: Habitat Management

1a. What strategic priority does this program address?

Take care of nature

1b. What does this program do?

Terrestrial Habitat Management - The Missouri Department of Conservation (MDC or Department) manages terrestrial habitat on public land for Missouri citizens by restoring and maintaining healthy land, water, and forests.

MDC is implementing a tiered approach to public land management to prioritize resources efficiently. This tiered approach will guide staff to prioritize where public land management work should occur within a region and encourage citizens and other conservation partners to apply their effort and resources in these priority areas.

Focusing resources in areas with the greatest conservation value will, over time, produce the best yield in conservation benefit for citizens. MDC will continue to promote the benefit of conservation utilizing public land resources through the prioritized and tiered delivery of technical and financial assistance.

Following sound science and the use of established best management practices, the Department works to improve terrestrial habitat on grasslands, prairies, forests, glade, savanna, woodlands, and natural areas. This work is accomplished by following the Sustainable Forestry Initiative Standards (SFI) and the Missouri Comprehensive Conservation Strategy (CCS) in the management and restoration of habitats, the use of prescribed fire, conservation grazing, habitat surveys, and invasive species control and management.

Aquatic Habitat Management – The Department manages aquatic habitat on public land and waters for Missouri citizens by restoring and maintaining healthy land, water, and forests.

MDC is implementing a tiered approach to aquatic management to prioritize resources efficiently. This tiered approach will guide staff to prioritize where aquatic management work should occur within a region and encourage citizens and other conservation partners to apply their effort and resources in these priority areas.

Focusing resources in areas with the greatest conservation value will, over time, produce the best yield in conservation benefit for citizens. MDC will continue to promote the benefit of conservation utilizing aquatic resources through the prioritized and tiered delivery of technical and financial assistance.

Aquatic habitat work includes Resource Assessment and Monitoring (RAM), habitat surveys, improvement of Aquatic Organism Passage barriers, and aquatic plant and nuisance species control and management. Following sound science and the use of established best management practices, the Department works to enhance streams, lakes, and ponds and their watersheds through erosion control, plantings, and addition of cover and structure to best support aquatic species.

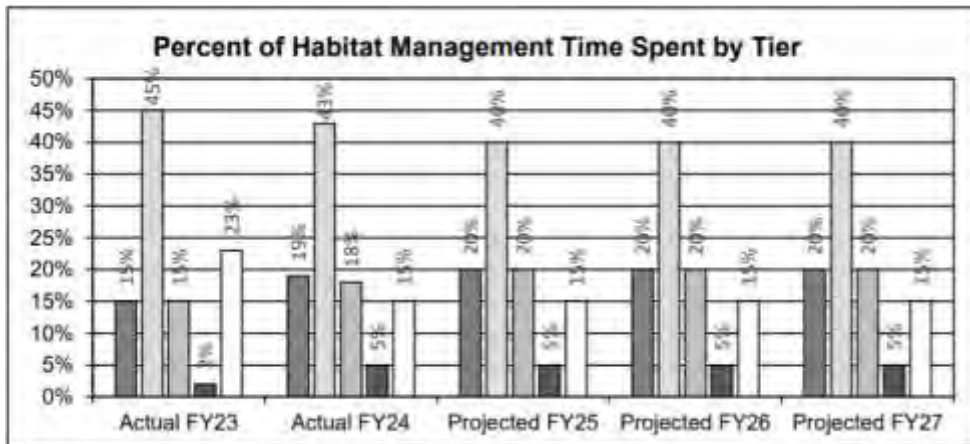
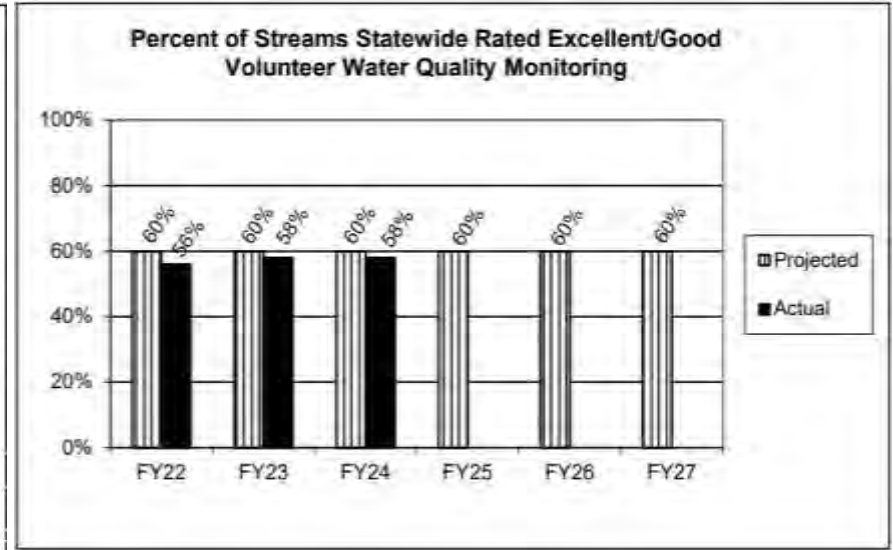
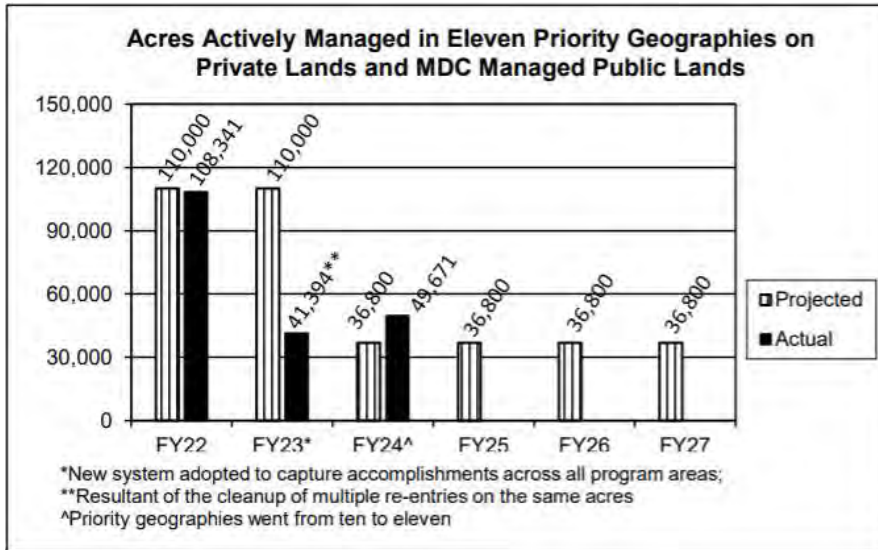
Private Land Conservation - The Department assists private landowners in managing terrestrial and aquatic habitat on their lands by restoring and maintaining healthy land, water, and forests.

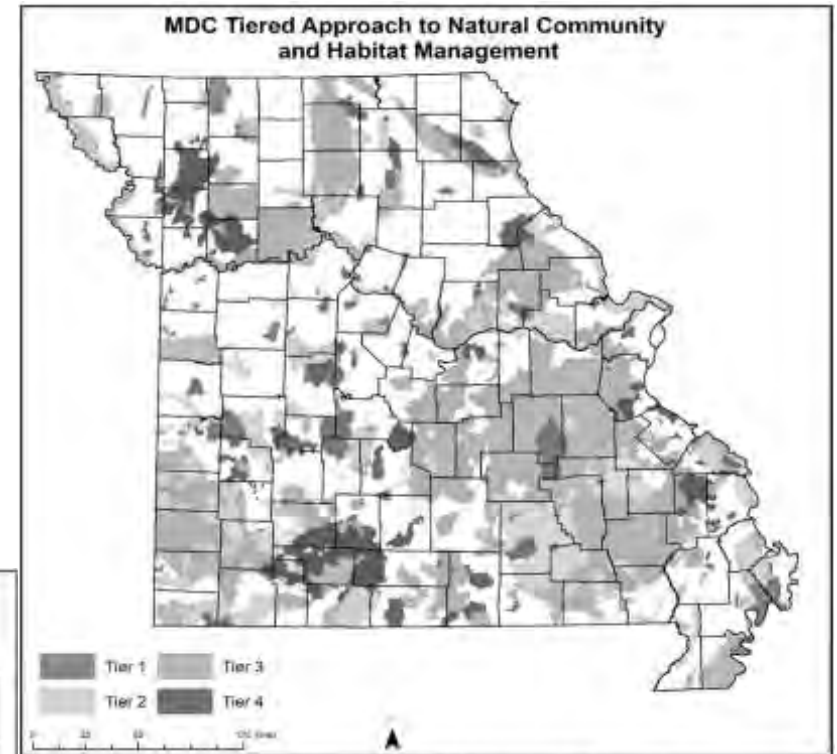
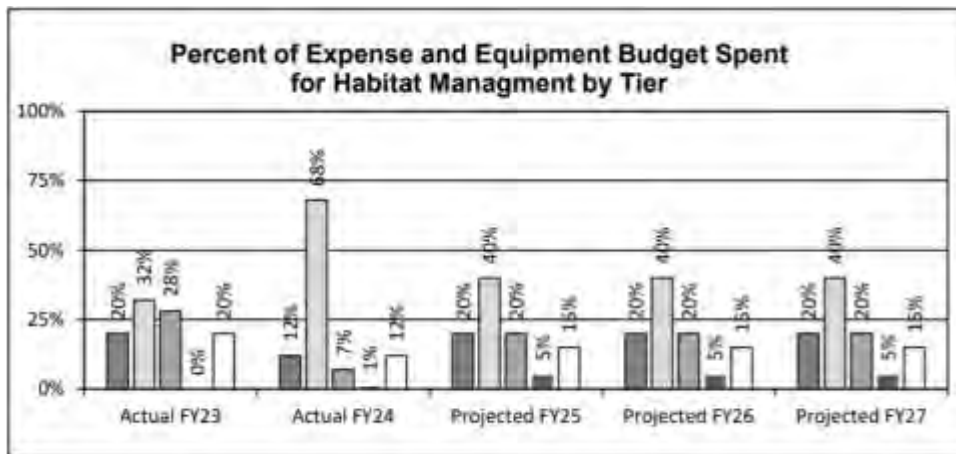
MDC is implementing a tiered approach to private land management to prioritize resources efficiently. This tiered approach will guide staff to prioritize where private land management work should occur within a region and encourage citizens and other conservation partners to apply their effort and resources in these priority areas.

Department staff, citizens, and other conservation partners will understand the value of focusing resources in areas with the greatest conservation value and, over time, acknowledge the benefit of promoting conservation of private land resources through prioritized and tiered delivery of technical and financial assistance.

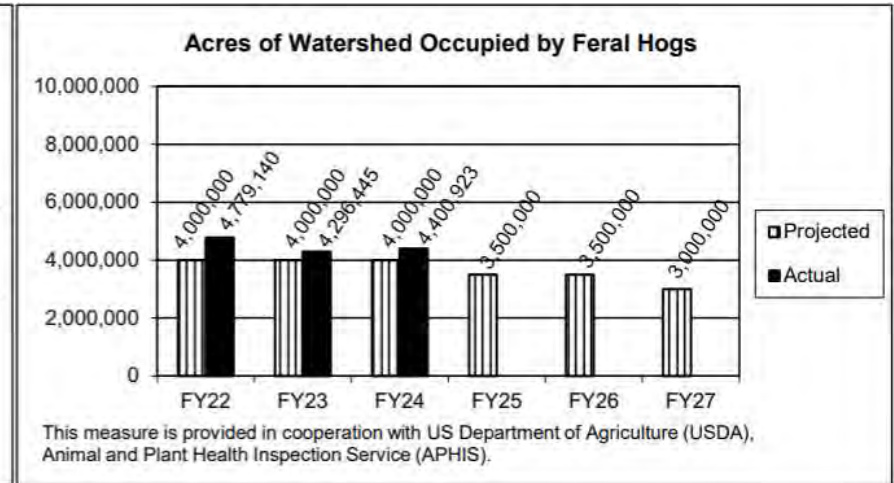
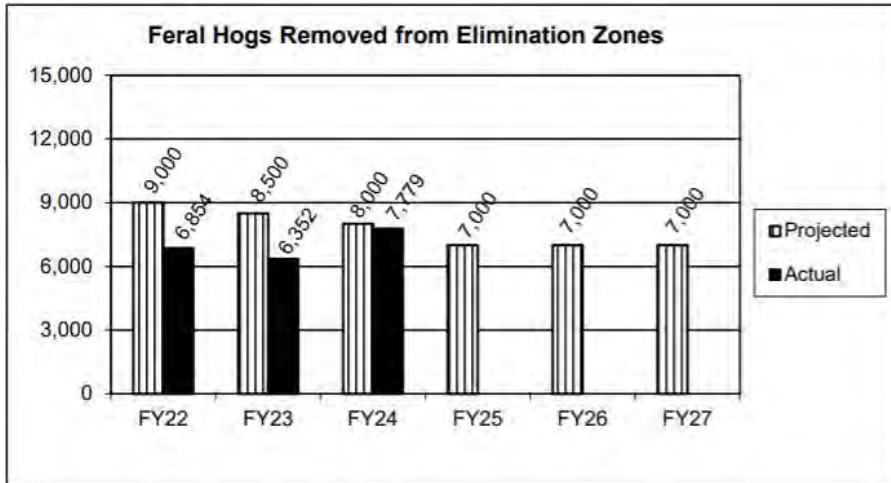
Following sound science and the use of established best management practices, the Department will provide technical assistance to private landowners statewide and develop partnerships to address our highest identified priority focus areas. The Department will continue to seek new partnerships to make funding go further while achieving greater results for fish, forest, and wildlife habitat on private lands. In doing so, we will promote the importance of wildlife friendly practices with production agriculture to strengthen a conservation land ethic.

2a. Provide an activity measure(s) for the program.

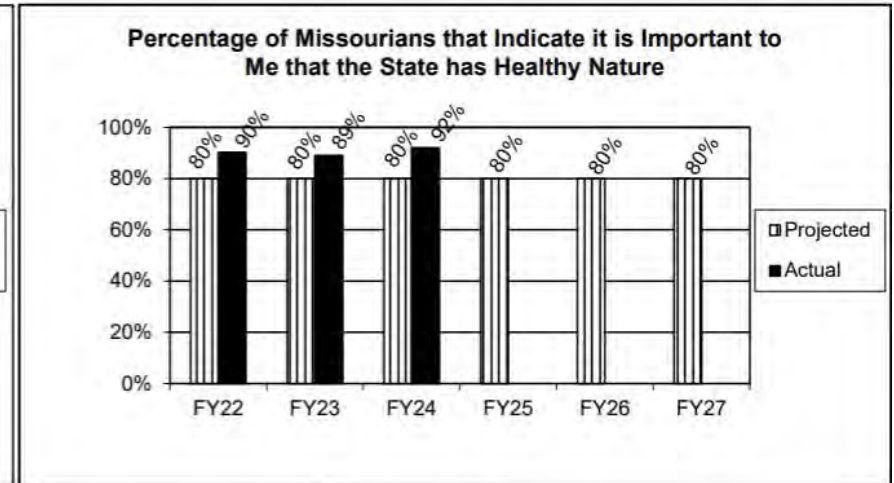
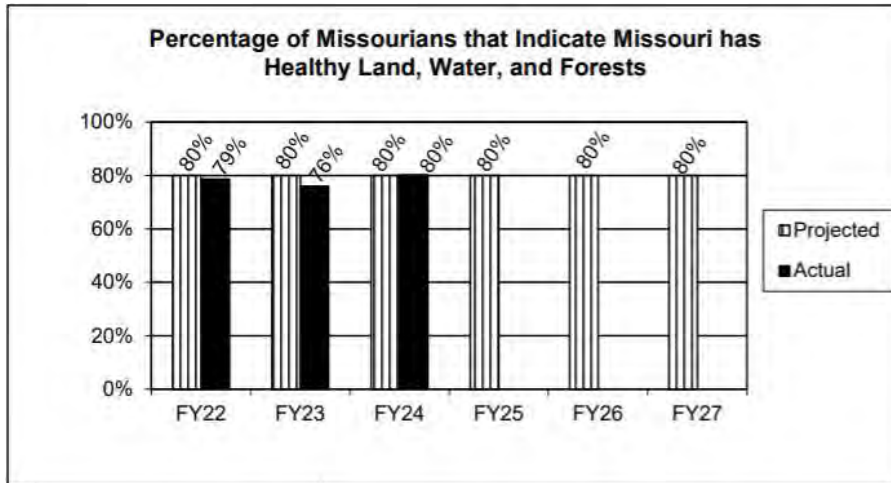




- Tier 1** - Priority Geographies & Natural Areas (1.0M acres)
- Tier 2** - Conservation Opportunity Areas (4.9M acres)
- Tier 3** - Priority Forest Landscapes, Quail Restoration Landscapes, Priority Watersheds, & Comprehensive Conservation Strategy/Aquatic GAP Landscapes (13.0M acres)
- Tier 4** - Other Priority Watersheds & Conservation Wildlife Strategy/Aquatic GAP Landscapes (3.4M acres)
- Other Lands** - High quality natural community maintenance & restoration (25.6M acres)



2b. Provide a measure(s) of the program's quality.



2c. Provide a measure(s) of the program's impact.

Following sound science and the use of established best management practices, the Department works to improve terrestrial and aquatic habitat on public and private lands across Missouri. This work is accomplished by following the Sustainable Forestry Initiative (SFI), the Comprehensive Conservation Strategy (CCS), conducting old field conversions, management and restoration of habitats, the use of prescribed fire, conservation grazing, habitat surveys, and invasive species control and management. Aquatic habitat work includes Resource Assessment and Monitoring (RAM), habitat surveys, improvement of Aquatic Organism Passage barriers, and aquatic plant and nuisance species control and management. Following sound science and the use of established best management practices, the Department works to enhance streams, lakes, and ponds and their watersheds through erosion control, plantings, and addition of cover and structure to best support aquatic species.

2d. Provide a measure(s) of the program's efficiency.

MDC will monitor the number of acres under active management on MDC managed public lands as well as private lands within priority geographies and other focal landscapes across the state.

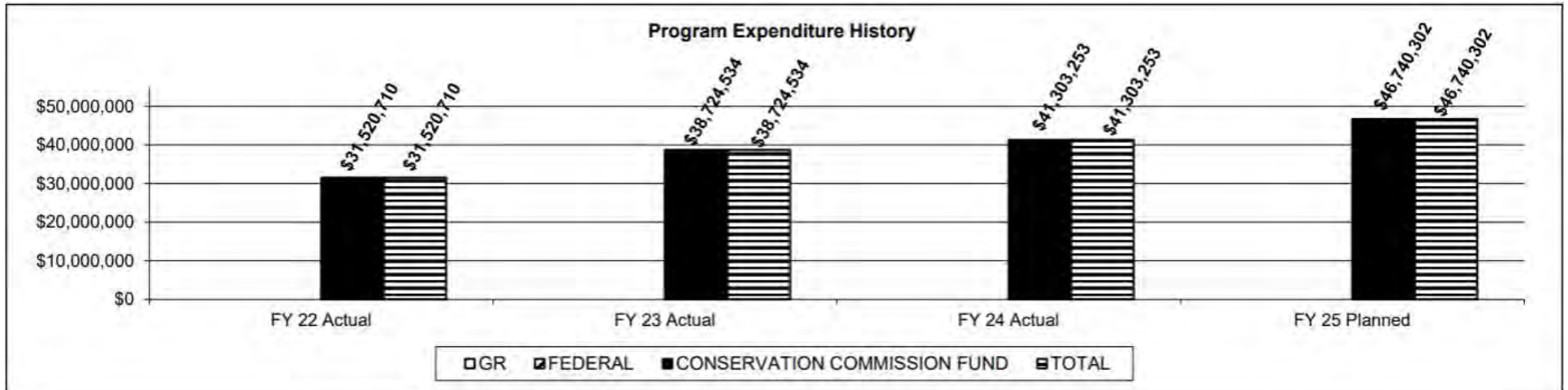
Table 25: Number of acres under management control in Tiers 1-4 (All Priority Areas)

Land Type	Fiscal Year 2022	Fiscal Year 2023*	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	Fiscal Year 2027
MDC Managed Public Lands Projected	514,000	514,000	180,000	180,000	180,000	180,000
MDC Managed Public Lands Actual	513,000	171,708**	216,081			
Private Lands Projected	76,000	76,000	60,000	60,000	60,000	60,000
Private Lands Actual	151,944	56,637	80,493			

*New system adopted to capture accomplishments across all program areas.

**Resultant of multiple re-entries on the same acres.

3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (Note: Amounts do not include fringe benefit costs.)



4. What are the sources of the “Other” funds?

Conservation Commission Fund (0609)

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

Authorization for this program is by state constitutional mandate adopted November 3, 1936.

6. Are there federal matching requirements? If yes, please explain.

No; however, this program participates in various federal programs, each with unique matching requirements.

7. Is this a federally mandated program? If yes, please explain.

No.

Note: Program Expenditure History figures represent only the expenditures from the appropriations for this outcome in the Executive Budget.

Outcome 1.2 – Fish and Wildlife Management Fiscal Year Comparison

Table 23: Outcome 1.2 Fish and Wildlife Management Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
1.2 Fish and Wildlife Management	Salaries	\$18,103,626	\$30,738,023	\$30,028,407	(\$709,616)	-2.3%
1.2 Fish and Wildlife Management	Hourly Labor	\$1,925,850	\$2,603,267	\$2,830,784	\$227,517	8.7%
1.2 Fish and Wildlife Management	Expense	\$11,919,094	\$13,009,585	\$13,198,732	\$189,147	1.5%
1.2 Fish and Wildlife Management	Equipment	\$1,320,895	\$745,325	\$543,217	(\$202,108)	-27.1%
1.2 Fish and Wildlife Management	Construction	\$10,866,901	\$21,600,000	\$36,885,000	\$15,285,000	70.8%
1.2 Fish and Wildlife Management	Land Conservation & Partnerships	\$275,000	\$0	\$0	\$0	0.0%
1.2 Fish and Wildlife Management	Total	\$44,411,368	\$68,696,200	\$83,486,140	\$14,789,940	21.5%

1.2 Fish and Wildlife Management – Missouri has sustainable fish and wildlife

Outcome 1.2 Program Description

Department of Conservation HB Section: 6.605

Program Name: Fish & Wildlife Management

Program is found in the following core budget: Fish & Wildlife Management

1a. What strategic priority does this program address?

Take care of nature

1b. What does this program do?

Fish and Wildlife Species Management - The Missouri Department of Conservation (MDC or Department) manages for healthy and sustainable populations of fish and wildlife for the use and enjoyment by Missouri citizens.

MDC conducts fish and wildlife research, surveys, and monitoring; oversees regulations and management of sport fish and wildlife; monitors the health of fish and wildlife populations; and manages for diverse species of fish and wildlife, including the recovery of species of conservation concern.

Missouri currently provides opportunities for more than one million hunters and anglers, and nearly four million wildlife watchers. Hunting and fishing recreation annually contributes \$4.3 billion of economic impact to the Missouri economy, supports over 26,000 jobs, and generates over \$200 million in state and local sales taxes. In 2022, wildlife watching in Missouri had an estimated impact of more than \$3.5 billion and supported over 19,000 jobs.

Sport Fish Population Management - Conducts research, management, and monitoring of sport fish populations in streams and lakes, and provides technical assistance to private landowners and local, state, and federal governmental agencies. Provides education and information to citizens about sport fish populations through technical and popular written materials, electronic media, presentations to groups, workshops, interviews, and personal contacts. Through this management and education, MDC partners with citizens to protect and provide quality fishing opportunities.

Wildlife Population Management - Monitors population status and develops population management goals and regulations for the harvesting of many of the high-profile wildlife species, such as deer, elk, turkey, bear, gamebirds, and furbearers; and develops management recommendations for habitat strategies. Directs monitoring and management efforts regarding elk, black bear, and small game. Develops recommendations for management of waterfowl hunting seasons, bag limits, and zones, and provides expertise on watershed-floodplain-riparian issues and wetland management. Integrates biological and social sciences related information to wildlife population trends and citizen expectations for wildlife management.

Diversity Species Management - Provides coordination and leadership to maintain sustainable populations of all fish and wildlife. Maintains and encourages wildlife diversity through natural community management and restoration on Department and private lands.

Species of Conservation Concern Management - Tracks the status and location of species of conservation concern and ensures that they are carefully documented so that the information can be used by managers, other agencies, and citizens for conservation planning. Leads species recovery planning activities and coordinates research, monitoring, and management evaluations for the restoration and recovery of species of conservation concern, including endangered species.

Aquatic Species Production - Operation of four warm water and five cold water hatcheries for the rearing of fish needed to stock public waters, waters used for special fishing events, aquatic resource education, and trout parks. Hatchery staff also culture selected species of conservation concern (e.g., Topeka shiners, pallid sturgeon, and freshwater mussels).

Conservation Health Program - Leads strategic planning, design, and implementation of a comprehensive wildlife health program within the state; provides information on disease eradication, control, and management information; and serves as a liaison on disease issues with other state and federal agencies. Coordinates the sample collection, processing, data analyses, and management for the Department's chronic wasting disease monitoring and control effort, as well as other wildlife disease outbreaks, such as avian influenza. Responds to fish kills; monitors aquatic habitat conditions; and evaluates forest health as it relates to diseases and invasive insects.

Wildlife Code Enforcement - The Missouri Department of Conservation (MDC or Department) provides all citizens with the opportunity to safely enjoy nature, while maintaining healthy populations of fish and wildlife, through enforcement of the Wildlife Code of Missouri.

The Department employs a community policing approach, including strategic investments of time and resources in underserved communities, that utilizes law enforcement and community engagement strategies to protect nature and people, to create partnerships with citizens to solve problems, and to increase public support for Department priorities.

By working cooperatively with partners to educate citizens and enforce regulations designed to protect fish, forest, and wildlife resources, current and future generations will continue to enjoy healthy fish, forest, and wildlife resources. This community policing approach also ensures all citizens have safe and inviting conservation areas to enjoy and promotes public safety in areas where people commonly participate in outdoor recreation.

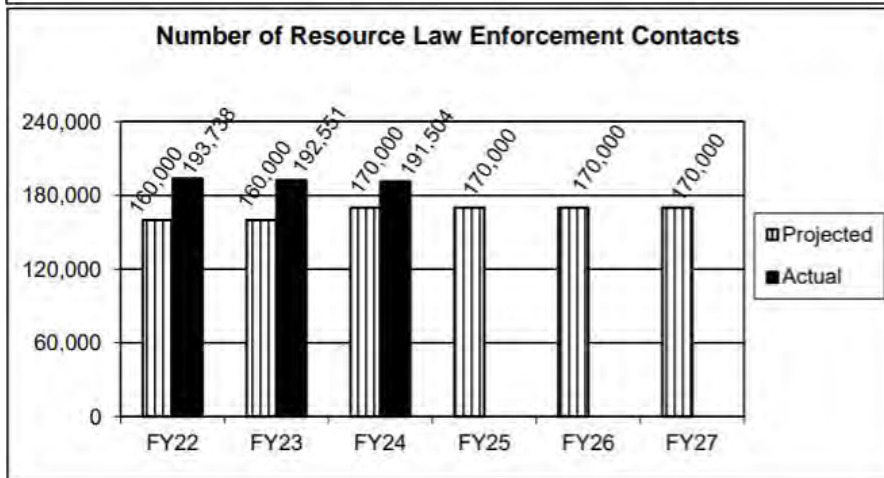
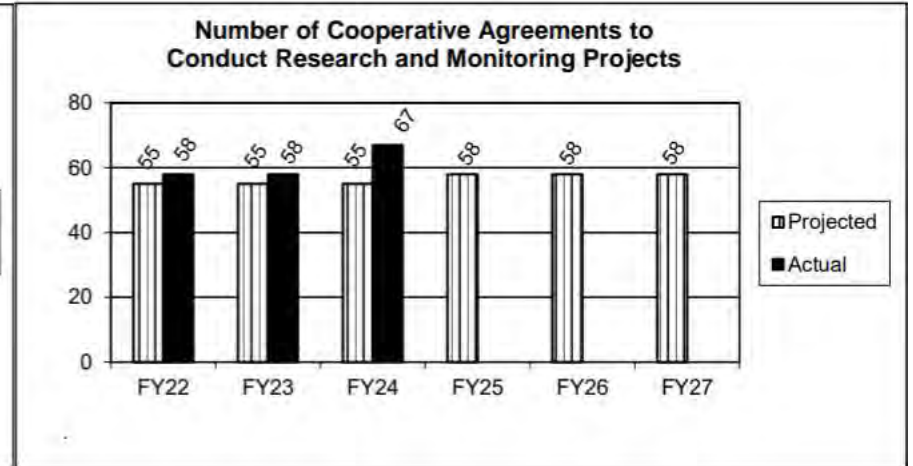
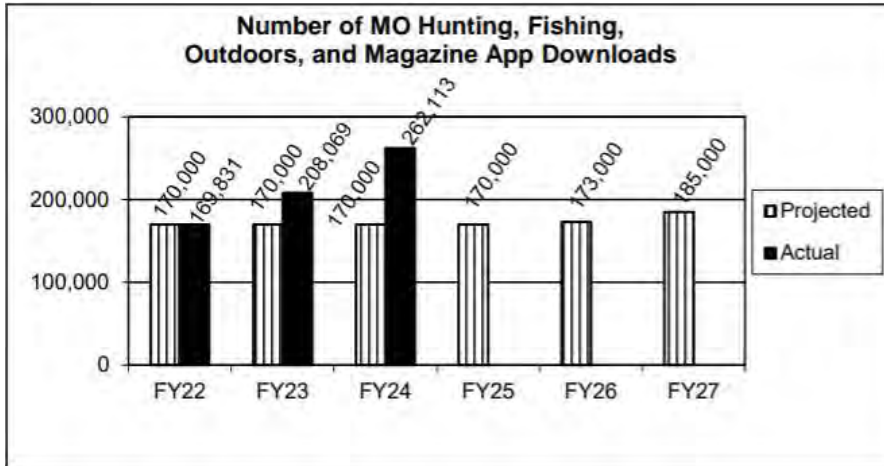
General Wildlife Code Enforcement - The primary focus of field staff is to employ community policing strategies to increase public support for Department priorities and to gain compliance with the Wildlife Code of Missouri. This includes conducting resource law enforcement activities; patrolling locations associated with outdoor recreation to provide safe and inviting places for citizens to enjoy nature; enforcing regulations focused on the protection of species of greatest conservation need and patrolling locations identified as containing priority or sensitive habitat for these species; enforcement of regulations specifically designed to limit the spread of invasive species and wildlife diseases; creating partnerships with citizens to solve problems; conducting education and community engagement efforts; responding to natural disasters and law enforcement/public safety emergencies, as necessary; assisting landowners with accomplishing habitat management goals; and participating in the monitoring of various populations of fish, wildlife, and habitats.

Special Investigations Unit - The special investigations unit focuses on addressing illegal commercialization and gross abuse of fish, forest, and wildlife resources, including the commercialization of species of greatest conservation need. Unit personnel provide technical assistance to field staff on investigations that require specialized skills/equipment, monitor pressure on specific wildlife populations to formulate enforcement strategies to address their exploitation, gather intelligence, and work closely with various local, state, and federal agencies to accomplish Department priorities.

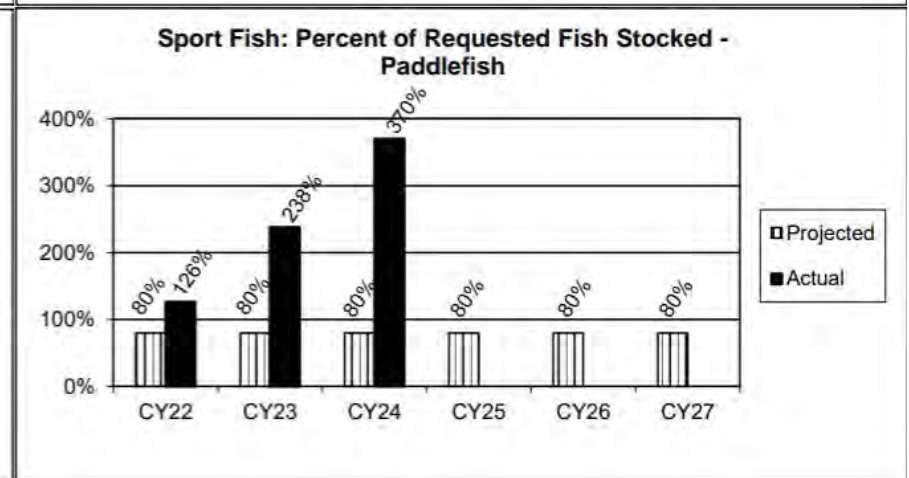
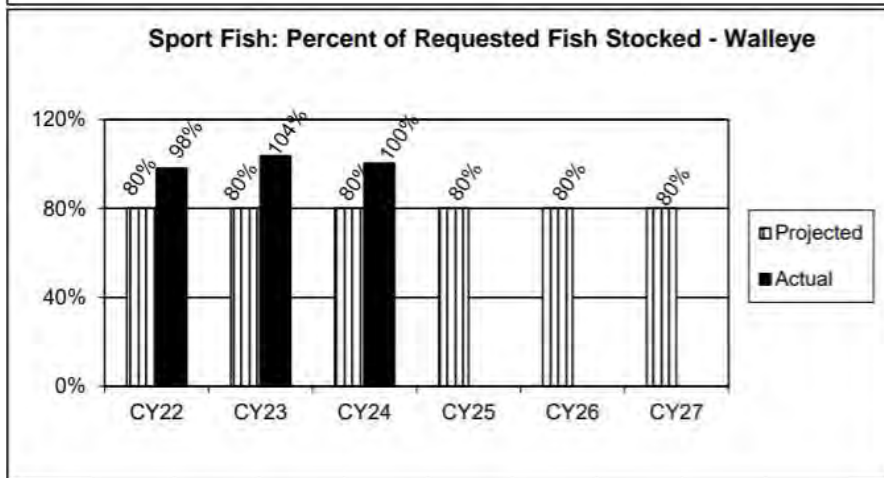
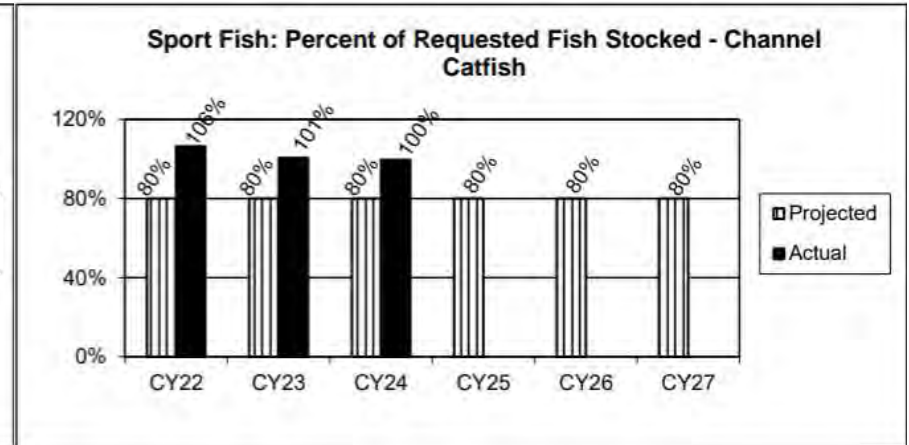
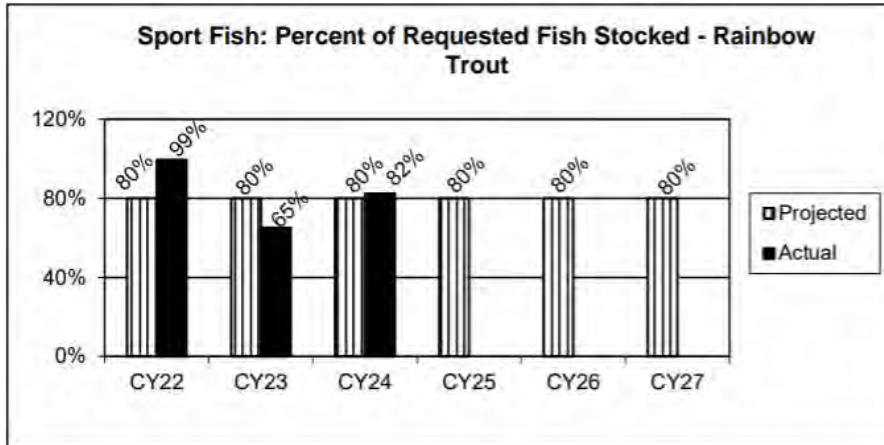
Commercial Wildlife Unit - The commercial wildlife unit supports and provides assistance to enforcement efforts related to confined cervids and other confined wildlife, including regulations specifically designed to limit the spread of invasive species and wildlife diseases. Unit personnel interact with persons holding wildlife in confinement and provide a consistent mechanism for conducting inspections, gathering information, and conducting investigations related to confined wildlife.

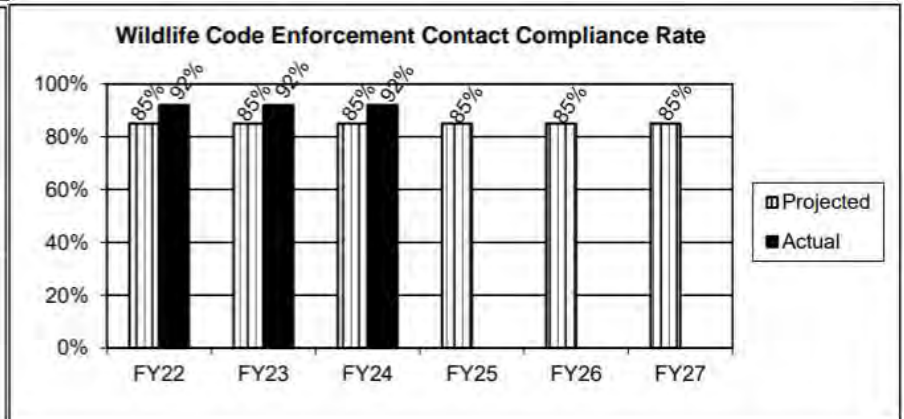
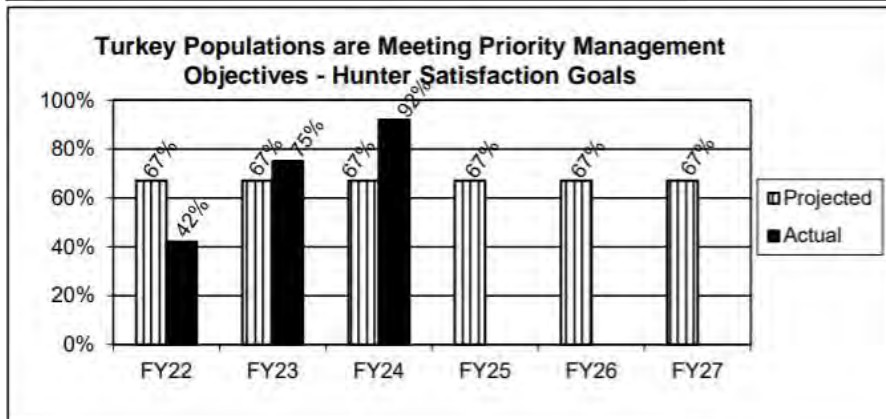
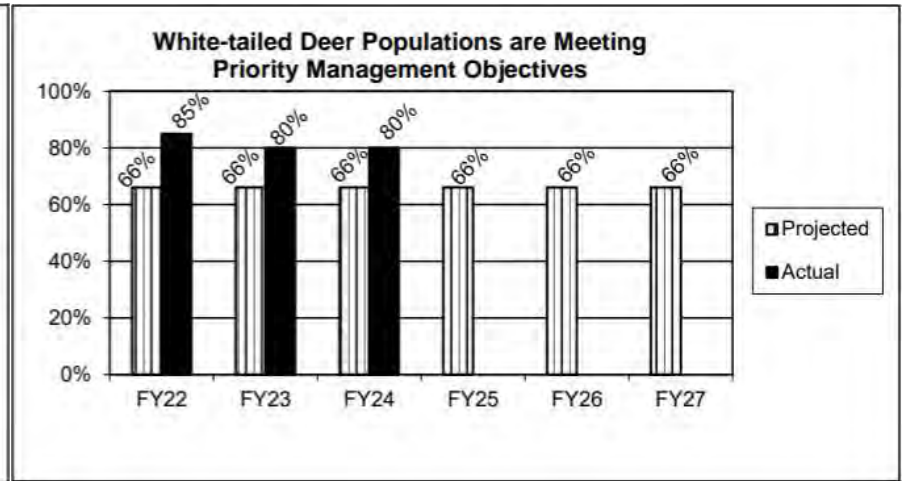
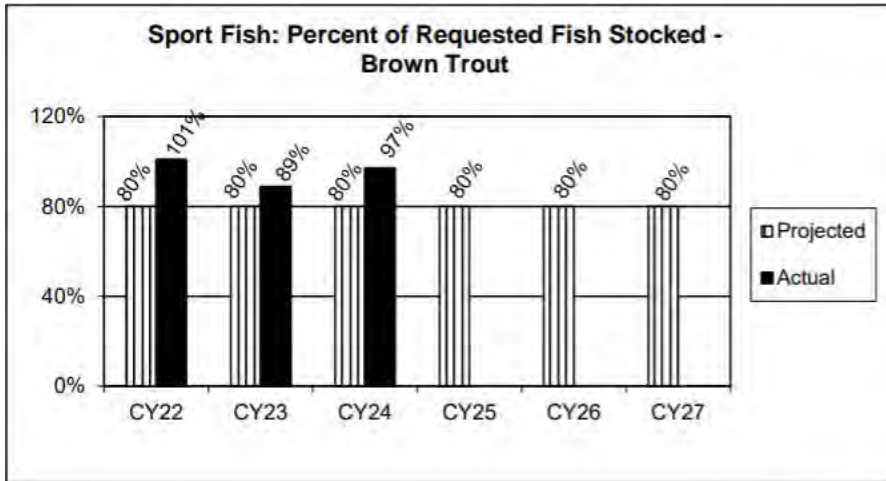
Conservation Agent Training - Operates a Peace Officers Standards and Training (POST) licensed basic training academy to provide law enforcement and specialized training for conservation agents. This includes more than 1,000 hours of basic training academy education to training new conservation agents and continuing education courses for conservation agents that satisfy POST regulations and Department policies.

2a. Provide an activity measure(s) for the program.

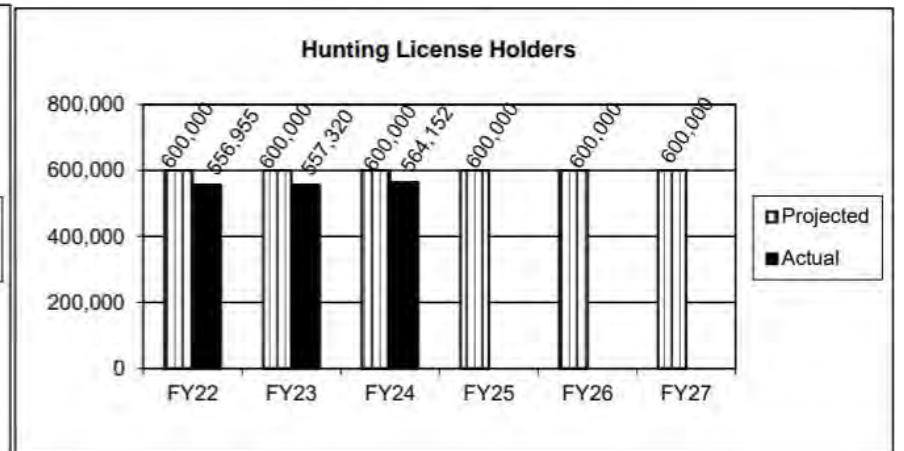
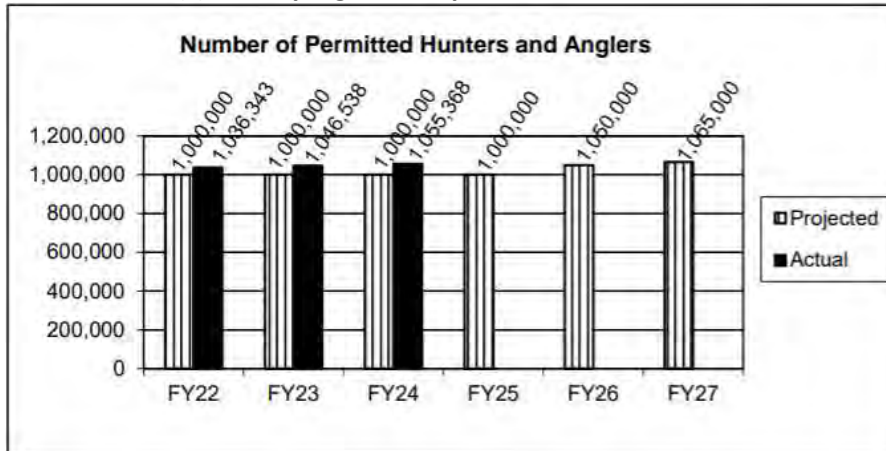


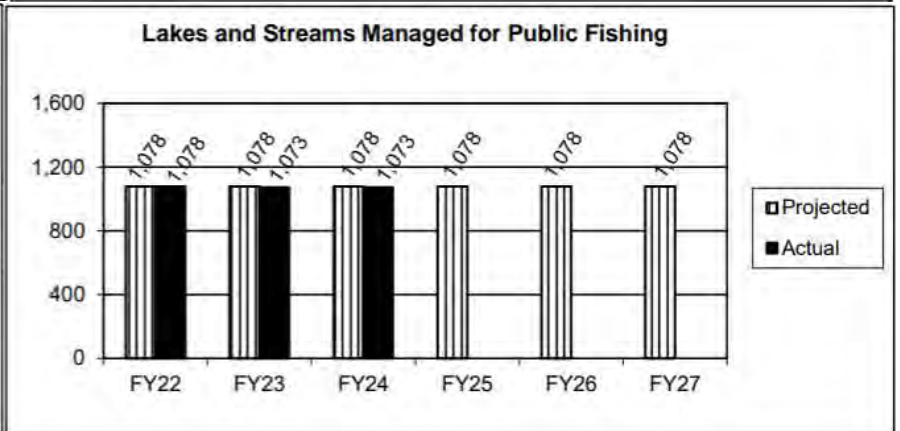
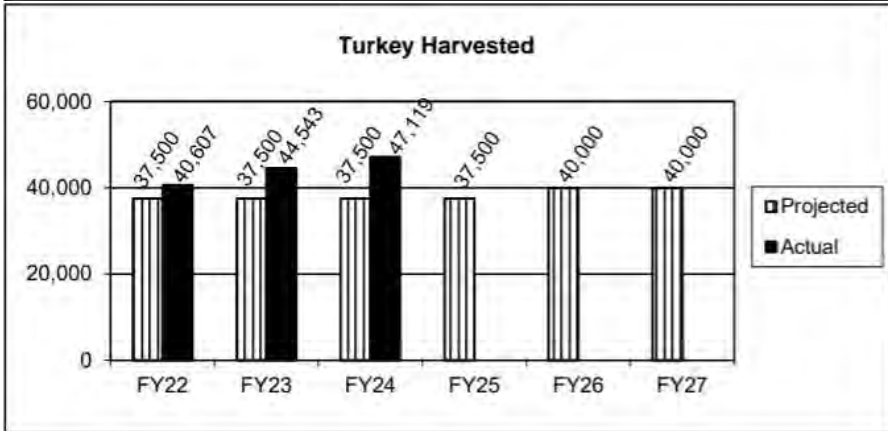
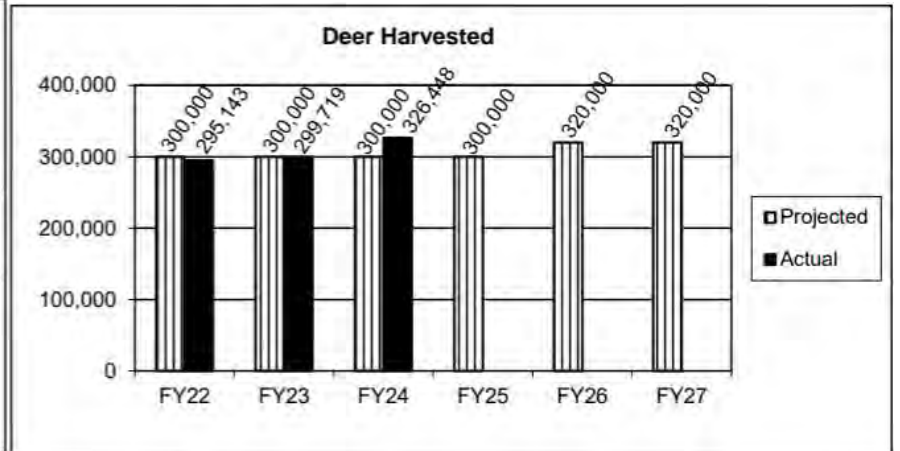
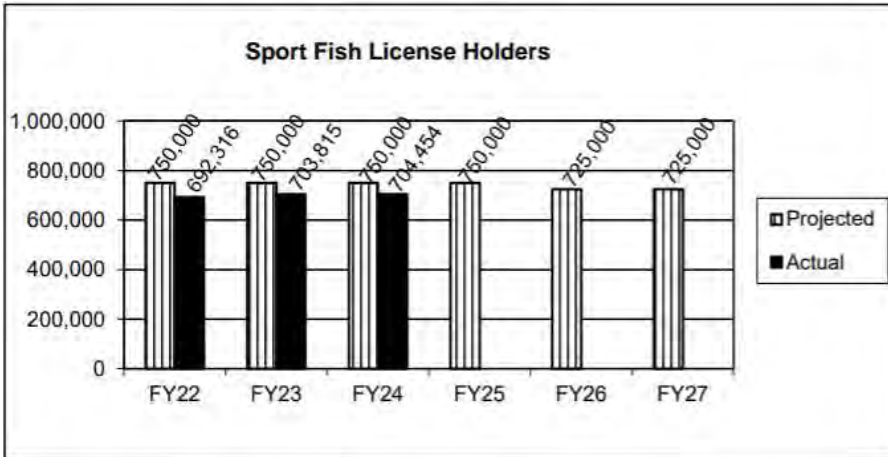
2b. Provide a measure(s) of the program's quality.



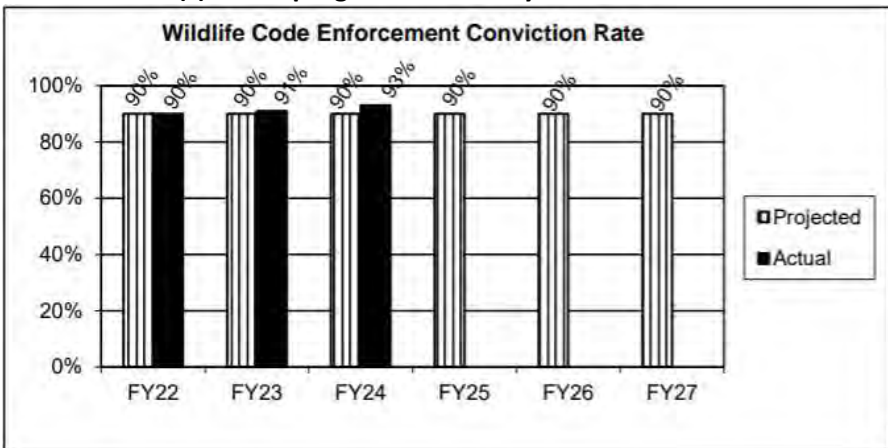


2c. Provide a measure(s) of the program's impact.

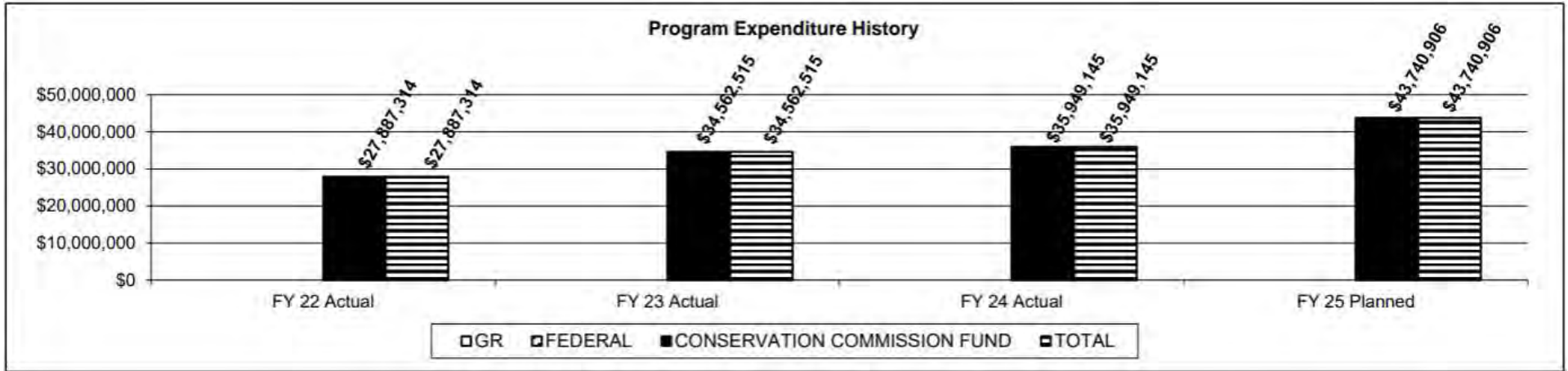




2d. Provide a measure(s) of the program's efficiency.



3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (Note: Amounts do not include fringe benefit costs.)



4. What are the sources of the “Other” funds?

Conservation Commission Fund (0609)

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

Authorization for this program is by state constitutional mandate adopted November 3, 1936.

6. Are there federal matching requirements? If yes, please explain.

No; however, this program participates in various federal programs, each with unique matching requirements (e.g., Wildlife and Sport Fish Restoration Program, 75:25 match).

7. Is this a federally mandated program? If yes, please explain.

No.

Note: Program Expenditure History figures represent only the expenditures from the appropriations for this outcome in the Executive Budget.

Goal 2: MDC connects people with nature Fiscal Year Comparison

Table 26: Outcome 2.1 Recreation Management Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
2.1 Recreation Management	Salaries	\$6,993,254	\$11,098,354	\$12,447,087	\$1,348,733	12.2%
2.1 Recreation Management	Hourly Labor	\$1,680,562	\$1,837,363	\$1,430,102	(\$407,261)	-22.2%
2.1 Recreation Management	Expense	\$9,855,677	\$11,759,365	\$12,476,498	\$717,133	6.1%
2.1 Recreation Management	Equipment	\$472,467	\$216,134	\$141,811	(\$74,323)	-34.4%
2.1 Recreation Management	Construction	\$6,753,911	\$5,750,000	\$10,550,000	\$4,800,000	83.5%
2.1 Recreation Management	Land Conservation & Partnerships	\$12,028,031	\$7,564,604	\$5,789,580	(\$1,775,024)	-23.5%
2.1 Recreation Management	Total	\$37,783,902	\$38,225,820	\$42,835,078	\$4,609,258	12.1%

2.1 Recreation Management – Missourians have places to go to enjoy nature

Table 27: Outcome 2.2 Education and Communication Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
2.2 Education and Communication	Salaries	\$7,867,739	\$10,367,638	\$10,686,652	\$319,014	3.1%
2.2 Education and Communication	Hourly Labor	\$1,277,600	\$2,456,134	\$2,424,491	(\$31,643)	-1.3%
2.2 Education and Communication	Expense	\$11,076,071	\$13,737,567	\$10,986,322	(\$2,751,245)	-20.0%
2.2 Education and Communication	Equipment	\$293,815	\$456,020	\$66,400	(\$389,620)	-85.4%
2.2 Education and Communication	Construction	\$6,294,543	\$4,900,000	\$1,550,000	(\$3,350,000)	-68.4%
2.2 Education and Communication	Land Conservation & Partnerships	\$0	\$995,396	\$0	(\$995,396)	-100.0%
2.2 Education and Communication	Total	\$26,809,768	\$32,912,755	\$25,713,865	(\$7,198,890)	-21.9%

2.2 Education and Communication – Missourians value nature

Table 28: Goal 2 Totals Fiscal Year Comparison

Goal	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
Goal 2	Salaries	\$14,860,993	\$21,465,992	\$23,133,739	\$1,667,747	7.8%
Goal 2	Hourly Labor	\$2,958,162	\$4,293,497	\$3,854,593	(\$438,904)	-10.2%
Goal 2	Expense	\$20,931,748	\$25,496,932	\$23,462,820	(\$2,034,112)	-8.0%
Goal 2	Equipment	\$766,282	\$672,154	\$208,211	(\$463,943)	-69.0%
Goal 2	Construction	\$13,048,454	\$10,650,000	\$12,100,000	\$1,450,000	13.6%
Goal 2	Land Conservation & Partnerships	\$12,028,031	\$8,560,000	\$5,789,580	(\$2,770,420)	-32.4%
Goal 2	Total	\$64,593,670	\$71,138,575	\$68,548,943	(\$2,589,632)	-3.6%

Outcome 2.1 – Recreation Management Fiscal Year Comparison

Table 26: Outcome 2.1 Recreation Management Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
2.1 Recreation Management	Salaries	\$6,993,254	\$11,098,354	\$12,447,087	\$1,348,733	12.2%
2.1 Recreation Management	Hourly Labor	\$1,680,562	\$1,837,363	\$1,430,102	(\$407,261)	-22.2%
2.1 Recreation Management	Expense	\$9,855,677	\$11,759,365	\$12,476,498	\$717,133	6.1%
2.1 Recreation Management	Equipment	\$472,467	\$216,134	\$141,811	(\$74,323)	-34.4%
2.1 Recreation Management	Construction	\$6,753,911	\$5,750,000	\$10,550,000	\$4,800,000	83.5%
2.1 Recreation Management	Land Conservation & Partnerships	\$12,028,031	\$7,564,604	\$5,789,580	(\$1,775,024)	-23.5%
2.1 Recreation Management	Total	\$37,783,902	\$38,225,820	\$42,835,078	\$4,609,258	12.1%

2.1 Recreation Management – Missourians have places to go to enjoy nature

Outcome 2.1 Program Description

Department of Conservation HB Section: 6.610
 Program Name: Recreation Access and Community Conservation
 Program is found in the following core budget: Recreation Management

1a. What strategic priority does this program address?

Connect people with nature

1b. What does this program do?

To connect Missourians with nature, the Missouri Department of Conservation (MDC or Department) implements actions to provide Missourians access to recreational areas. The community conservation program helps to connect Missouri citizens with nature in communities where they live.

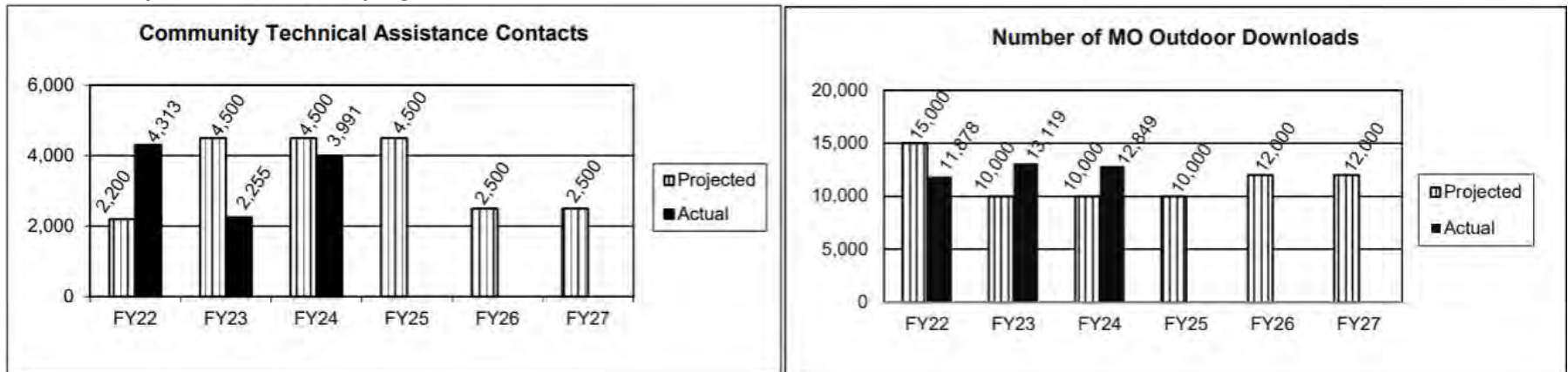
Recreation & Access Management - The Department provides Missourians and visitors with access to nature by providing approximately 1,000 Conservation Areas and recreation access partnerships across the state. Work includes promoting nature related recreation opportunities and maintaining public use infrastructure features on Department or partner managed lands. The Missouri Outdoor Recreational Access Program (MRAP) provides rental payments to private landowners who allow public access to hunters, anglers, and other outdoor recreationists. Financial assistance is available to partners through the Landowner Conservation and Partnership Grants program.

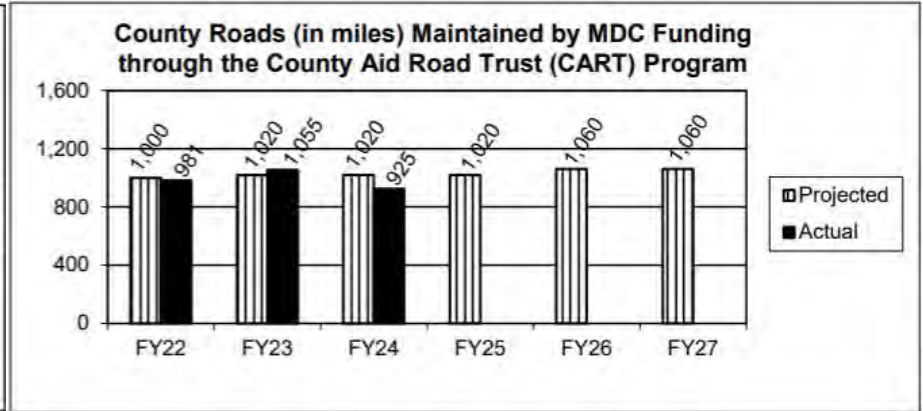
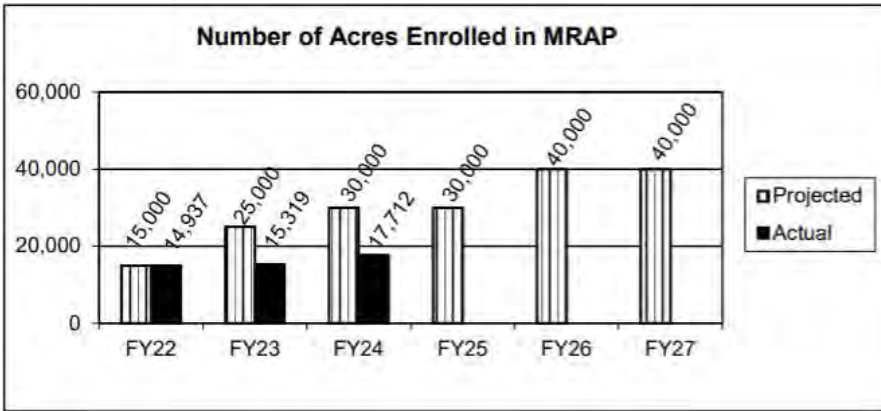
Community Conservation - The Department engages with local governments, citizens, and partners within municipalities and adjacent developing areas to help connect Missourians with nature and raise awareness of the benefits provided by healthy fish, forest, and wildlife resources. This is accomplished by promoting conservation of these resources through technical assistance to partners and encouraging commercial and residential development that protects fish, forests, and wildlife.

Community Conservation helps communities value and incorporate natural resource stewardship as part of planning and sustainable growth, creating quality habitat for people and nature, and working with local government, developers, and citizen groups to influence the integration of ecosystem services where they live. The Department also assists local communities with wildfire prevention and protection by providing training and grant opportunities to organized fire districts for the purchase of equipment and development of preparedness plans.

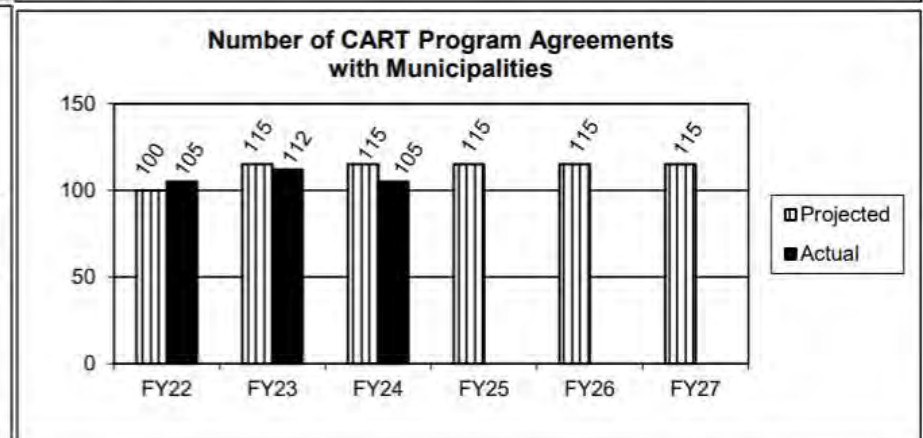
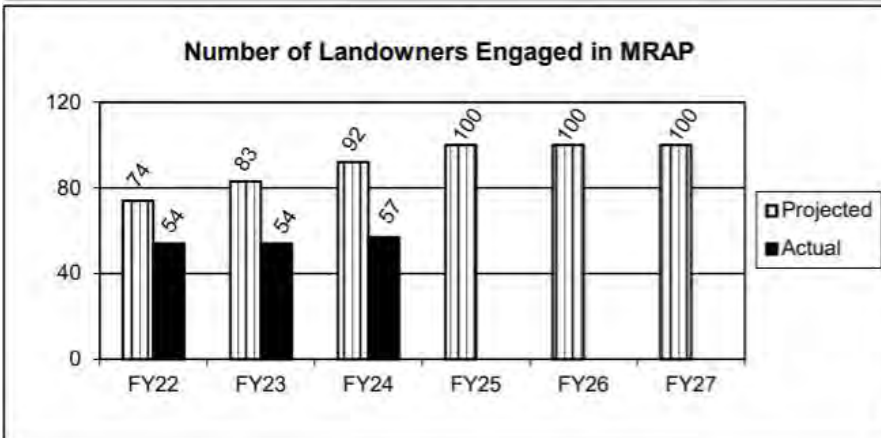
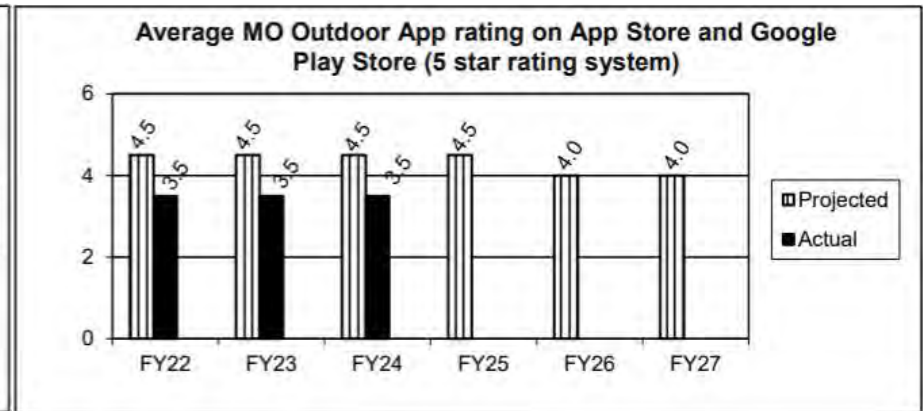
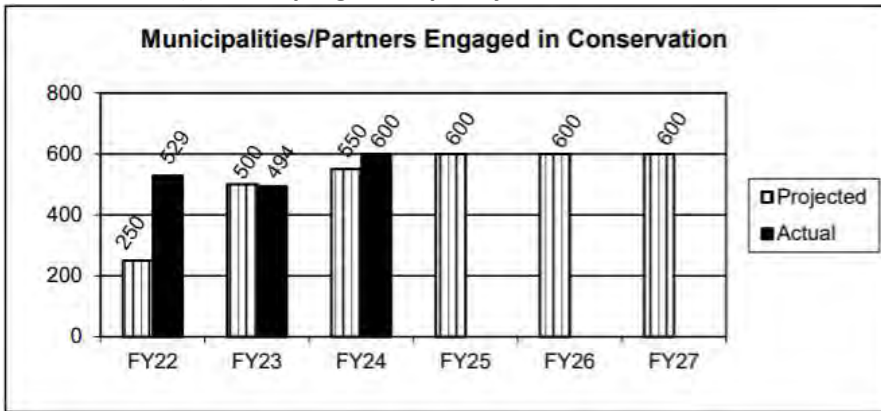
Financial assistance for Community Conservation is available through Department programs such as Landowner and Community Assistance Program (LCAP), Cooperative Agreements, Land Conservation and Partnership Grants program, Volunteer Fire Assistance Grant (VFA 50/50), Firefighters Workmen’s Compensation Grant, and Wildfire Hazard Mitigation Grants.

2a. Provide an activity measure(s) for the program.

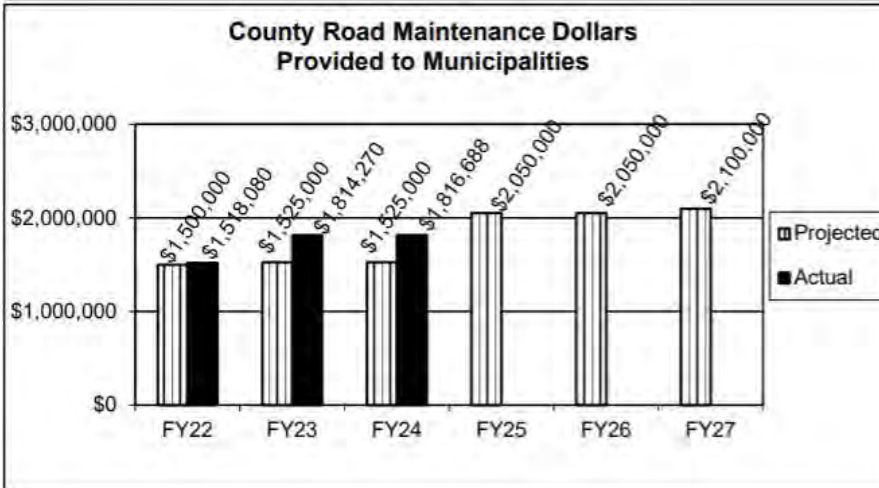
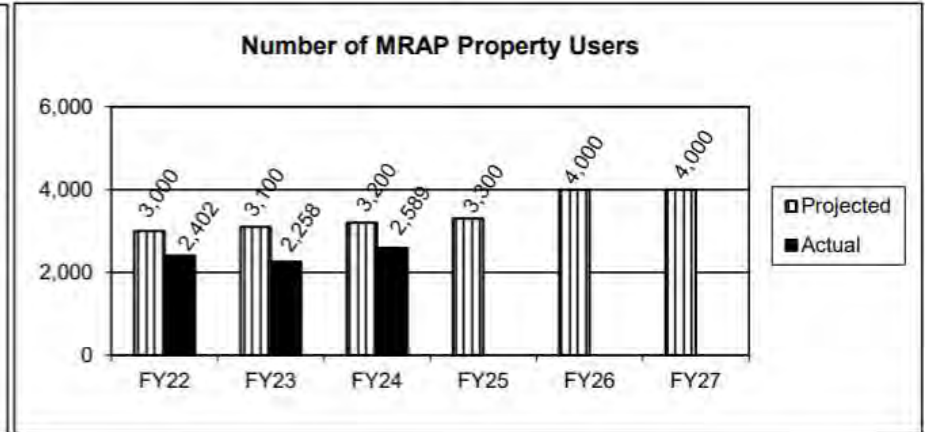
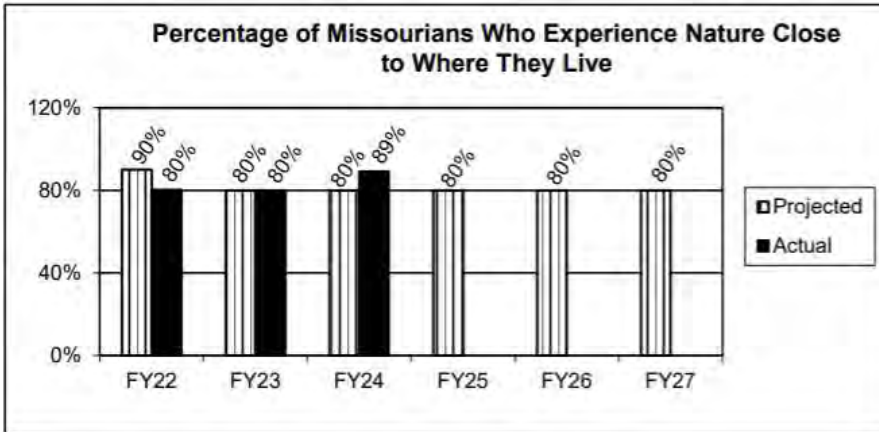




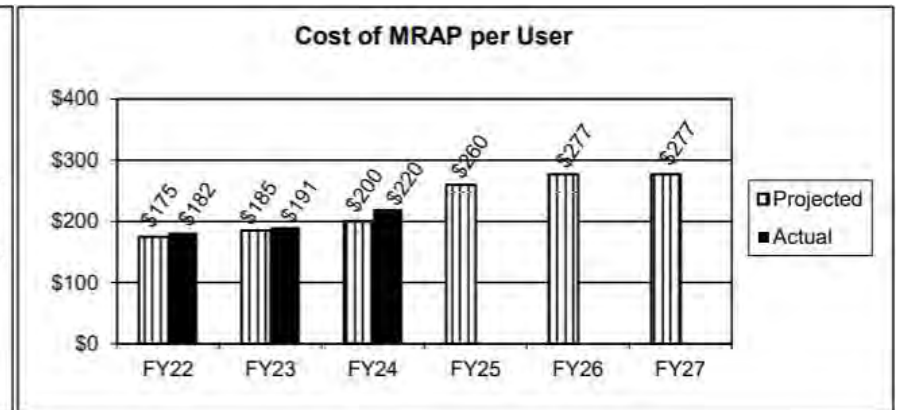
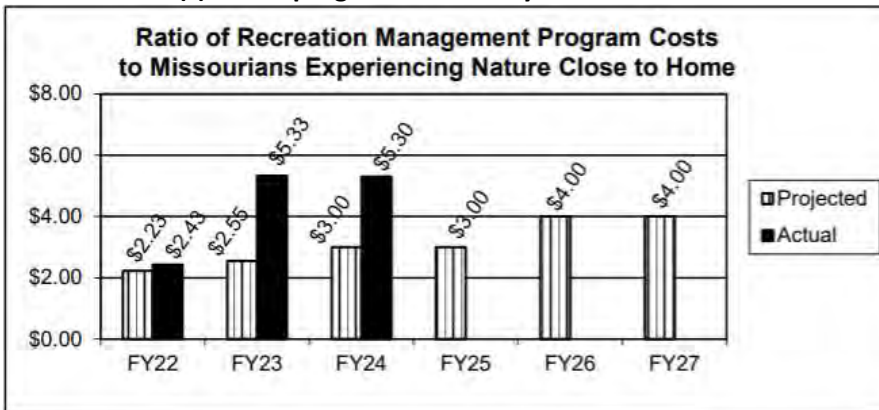
2b. Provide a measure(s) of the program's quality.

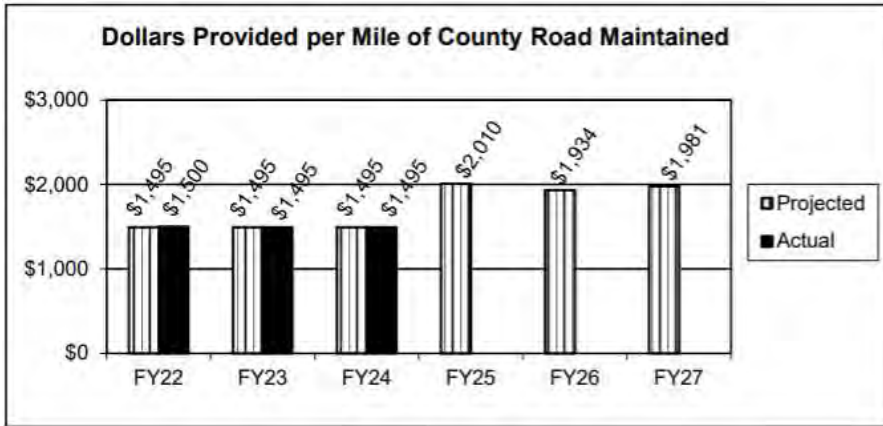


2c. Provide a measure(s) of the program's impact.

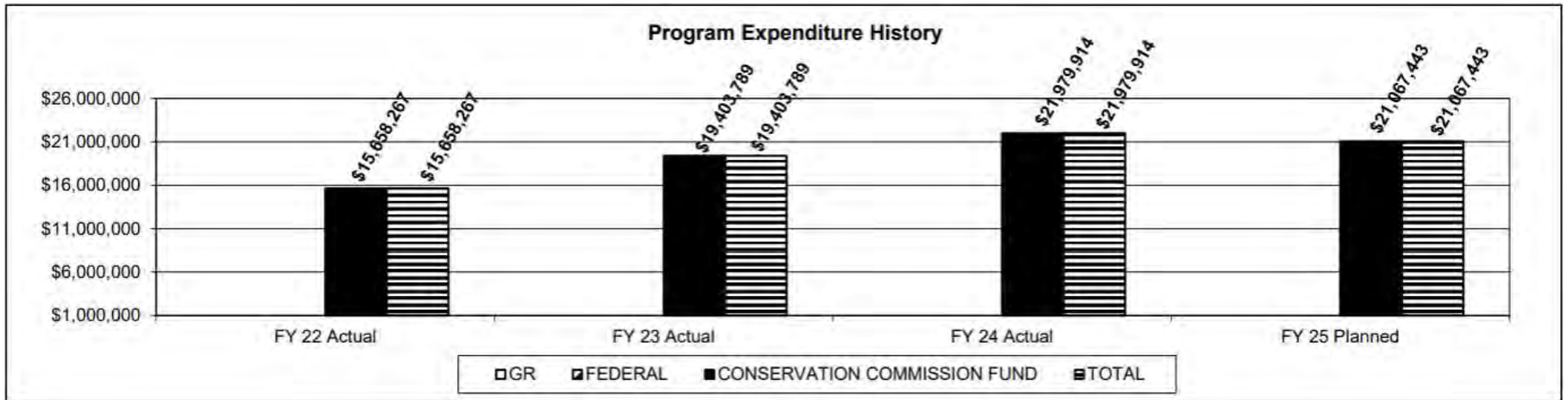


2d. Provide a measure(s) of the program's efficiency.





3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (Note: Amounts do not include fringe benefit costs.)



4. What are the sources of the "Other" funds?

Conservation Commission Fund (0609)

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

Authorization for this program is by state constitutional mandate adopted November 3, 1936.

6. Are there federal matching requirements? If yes, please explain.

No; however, this program participates in various federal programs, each with unique matching requirements.

7. Is this a federally mandated program? If yes, please explain.

No.

Note: Program Expenditure History figures represent only the expenditures from the appropriations for this outcome in the Executive Budget.

Outcome 2.2 – Education and Communication Fiscal Year Comparison

Table 27: Outcome 2.2 Education and Communication Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
2.2 Education and Communication	Salaries	\$7,867,739	\$10,367,638	\$10,686,652	\$319,014	3.1%
2.2 Education and Communication	Hourly Labor	\$1,277,600	\$2,456,134	\$2,424,491	(\$31,643)	-1.3%
2.2 Education and Communication	Expense	\$11,076,071	\$13,737,567	\$10,986,322	(\$2,751,245)	-20.0%
2.2 Education and Communication	Equipment	\$293,815	\$456,020	\$66,400	(\$389,620)	-85.4%
2.2 Education and Communication	Construction	\$6,294,543	\$4,900,000	\$1,550,000	(\$3,350,000)	-68.4%
2.2 Education and Communication	Land Conservation & Partnerships	\$0	\$995,396	\$0	(\$995,396)	-100.0%
2.2 Education and Communication	Total	\$26,809,768	\$32,912,755	\$25,713,865	(\$7,198,890)	-21.9%

2.2 Education and Communication – Missourians value nature

Outcome 2.2 Program Description

Department of Conservation HB Section: 6.615

Program Name: Education & Communication

Program is found in the following core budget: Education & Communication

1a. What strategic priority does this program address?

Connect people with nature.

1b. What does this program do?

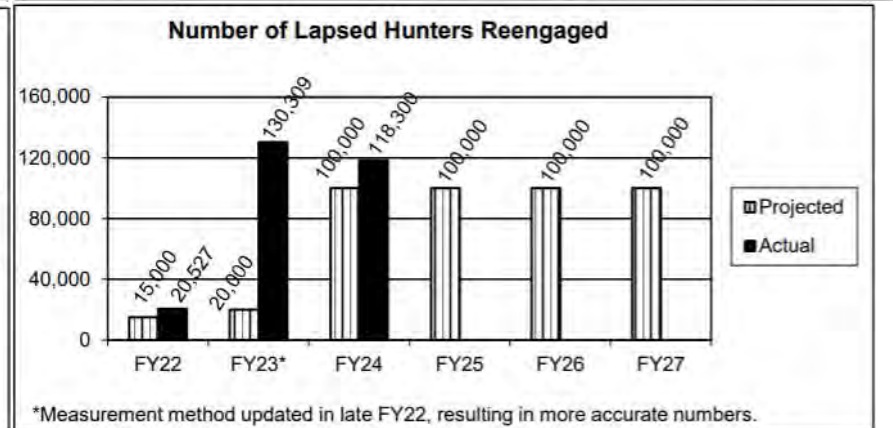
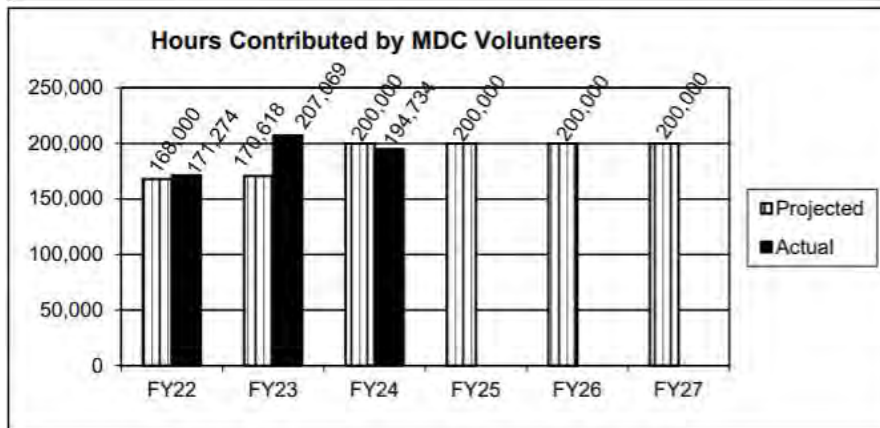
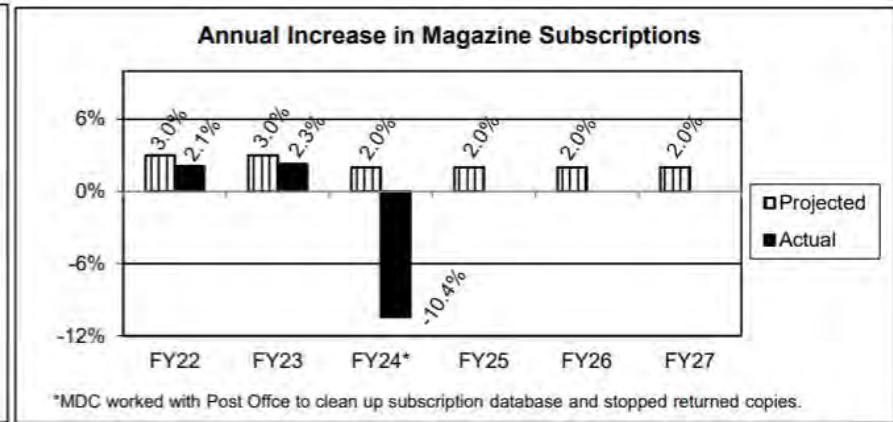
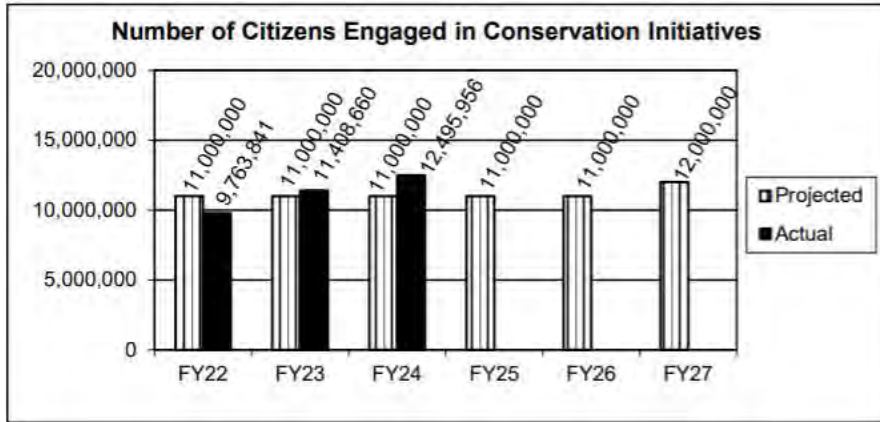
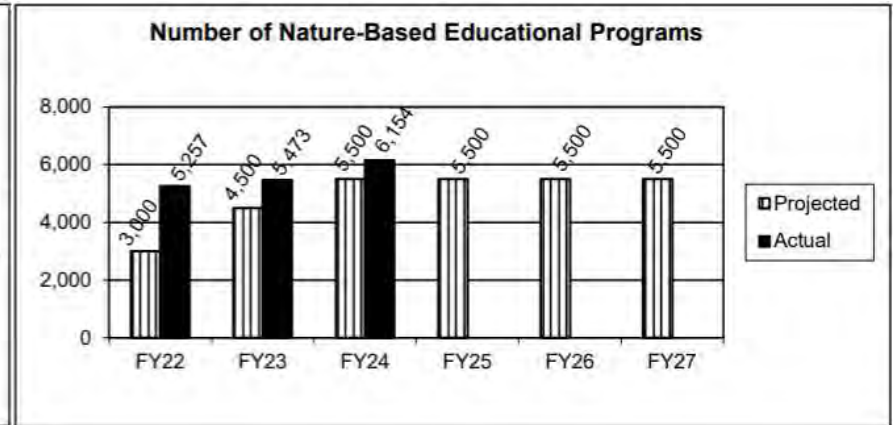
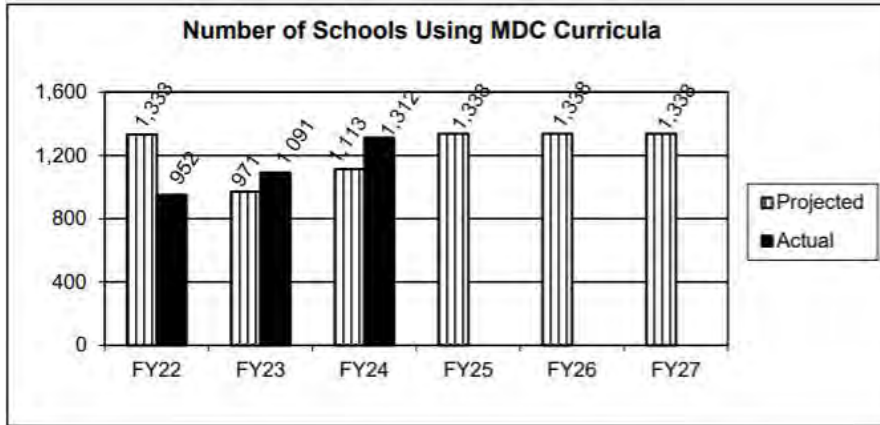
The Missouri Department of Conservation (MDC or Department) strives to connect people with nature by implementing actions to help Missourians understand and enjoy the value of our fish, forest, and wildlife resources. These actions provide awareness of how to keep conservation resources thriving in the future by developing a statewide relevancy strategy to showcase the importance of nature in economic vitality and quality of life; deliver efficient and effective nature-based educational programs and resource management workshops to diverse audiences; and cultivate partnerships with individuals and organizations that build MDC's capacity to deliver conservation.

Education - MDC provides education opportunities by delivering efficient and effective nature-based educational programs to diverse audiences, and cultivating partnerships with organizations that build MDC's capacity to deliver conservation. This program provides hands-on connections with educational programs, teacher workshops, special events, and curriculum for schools. Staff and volunteers provide learning opportunities for citizens through schools, nature centers, interpretive centers, shooting ranges, and partner organizations. Discover Nature programs are tailored for people of all ages, including children and families, and focus on learning outdoor skills such as fishing, hunting, kayaking, archery, and shooting sports.

Communication - MDC strives to keep conservation relevant in the hearts and homes of Missourians, including sharing the positive impact of the outdoors to our overall health, quality of life, and economic vitality. These communication efforts keep people up-to-date on conservation information and how to connect to nature, including where to fish, hunt, hike, bird watch, and discover nature around the state. Communication efforts include the Missouri Conservationist and Xplor magazines, publications and books, nature photography, and online communications channels such as social media, news releases, audio/video production, marketing, website, podcasts, and mobile apps.

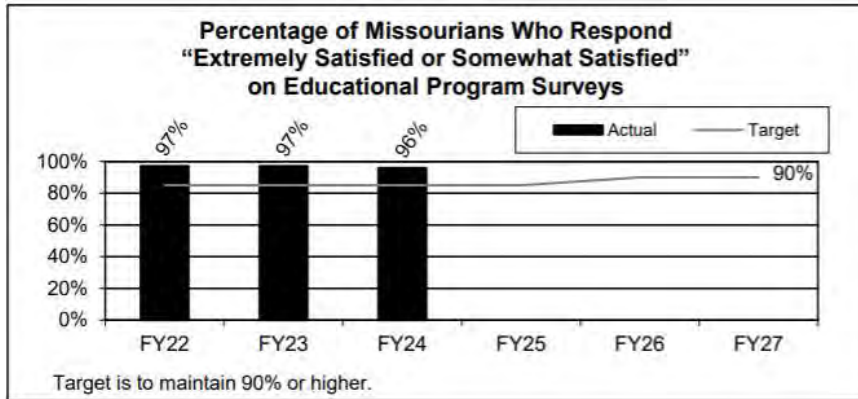
Relevancy - With the creation of a new Relevancy Branch in FY2021, MDC endeavors to engage and empower a broader constituency involved in nature throughout all parts of the state, including Missourians who may not have had access to conservation and recreation opportunities in the past. This work includes close collaboration with the agency's Education and Communications Branches, additional staff teams throughout MDC, and various external stakeholders. Specific strategies include expanding public engagement and recreational use opportunities that resonate with a diverse group of constituents; developing and fostering relationships with a broad array of partners; and creating and implementing new initiatives focused to grow awareness and citizen engagement with the outdoors through conservation-related activities.

2a. Provide an activity measure(s) for the program.

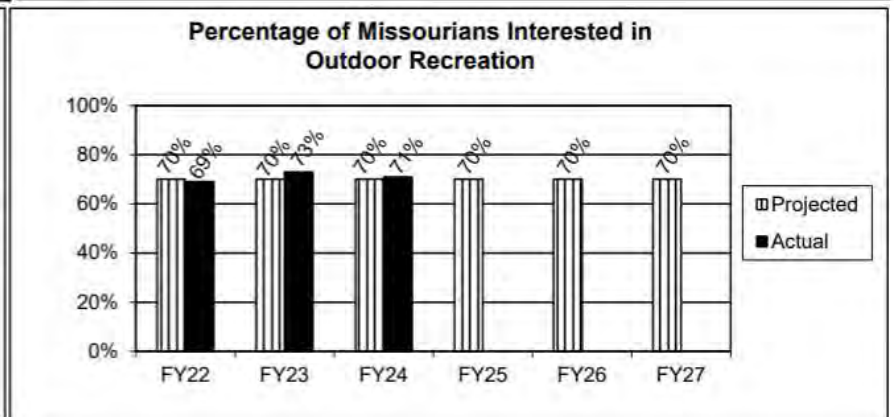
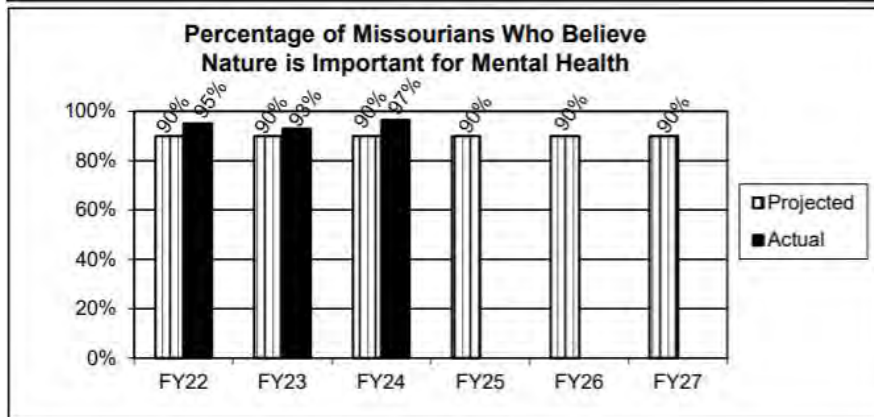
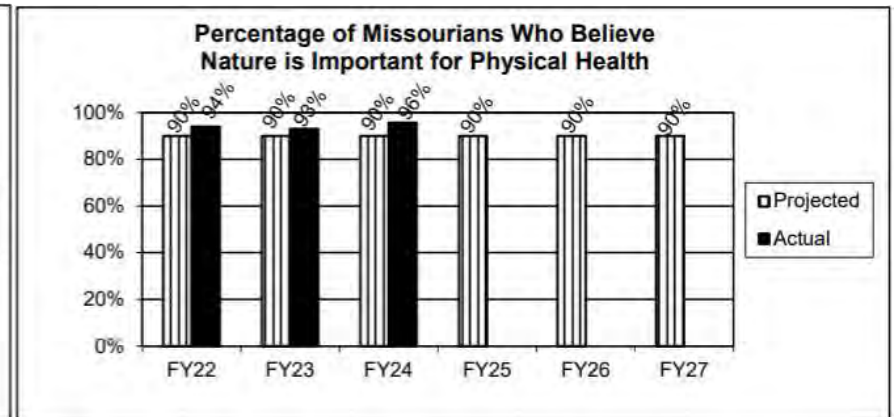
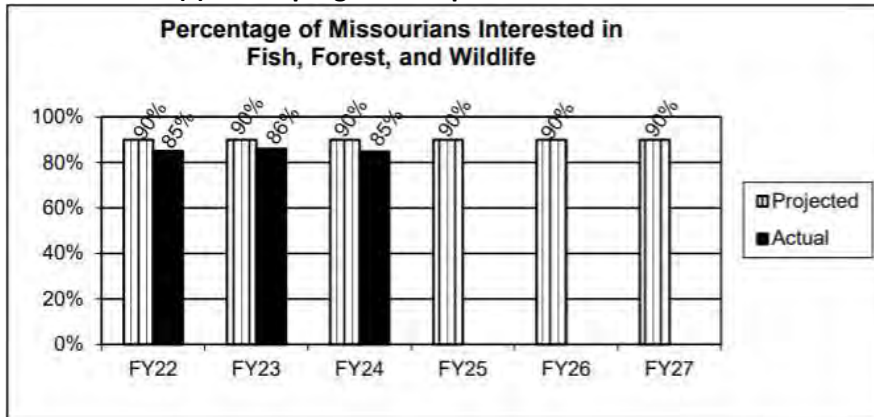


MDC Staff Volunteers are utilized by Discover Nature Fishing, Hunter/Bowhunter Education, Nature Centers, and Shooting Ranges. In addition, MDC receives approximately 130,000 additional hours of volunteer service annually through affiliate volunteer programs such as Missouri Stream Teams, Missouri Forestkeepers Network, and Missouri Master Naturalists. Projected hours reflect all MDC volunteer programs, including staff volunteers and affiliate volunteers.

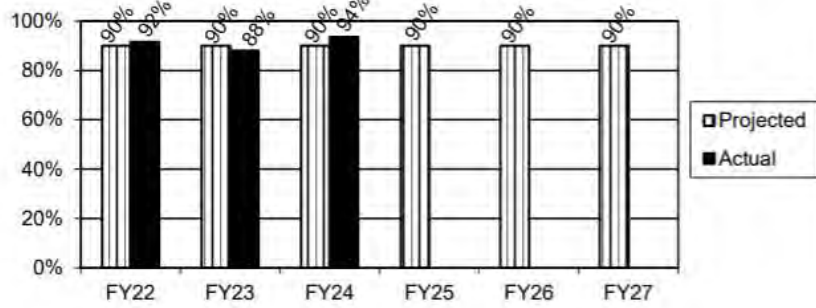
2b. Provide a measure(s) of the program's quality.



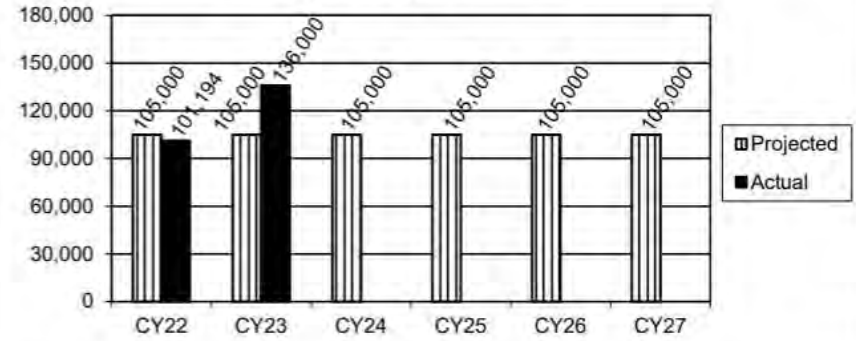
2c. Provide a measure(s) of the program's impact.



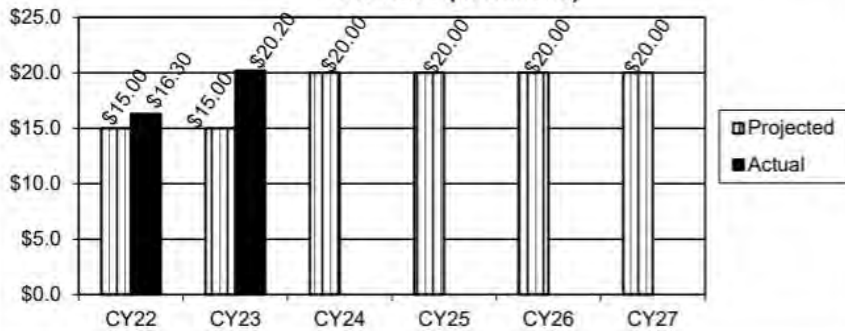
Percentage of Missourians Who Believe it is Important for Outdoor Places to be Protected



Jobs Supported by Conservation

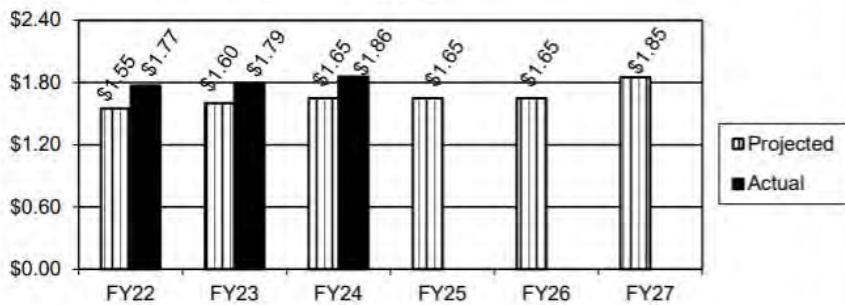


Economic Impact (dollar value) Supported by Conservation Activities (in Billions)

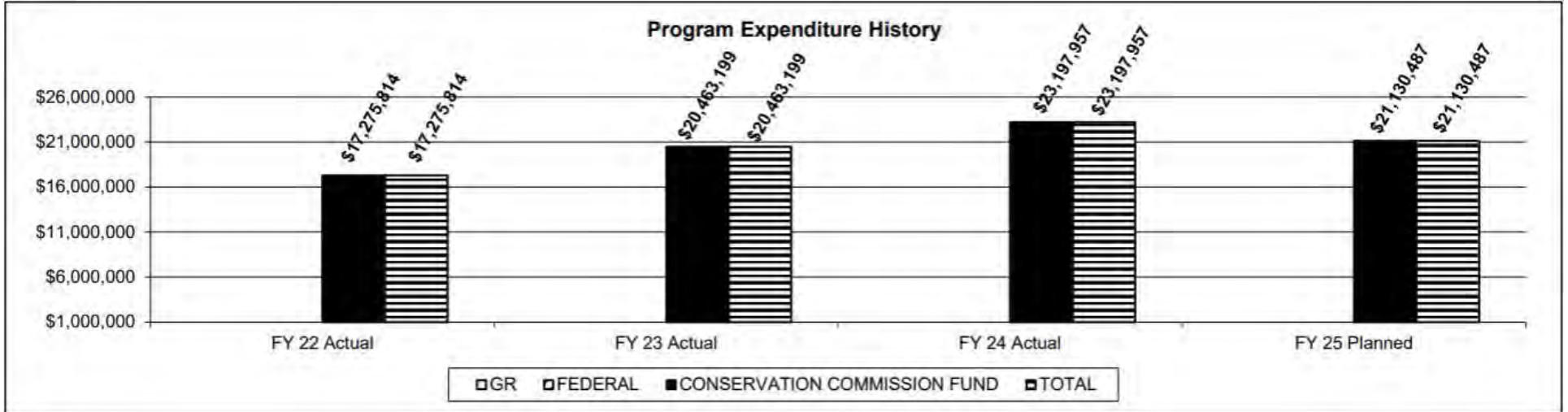


2d. Provide a measure(s) of the program's efficiency.

Education & Communication Expenditures per Number of Citizens Engaged in Conservation Programs, Activities, and Services



3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (Note: Amounts do not include fringe benefit costs.)



4. What are the sources of the "Other" funds?

Conservation Commission Fund (0609)

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

Authorization for this program is by state constitutional mandate adopted November 3, 1936.

6. Are there federal matching requirements? If yes, please explain.

No; however, this program participates in various federal programs, each with unique matching requirements.

7. Is this a federally mandated program? If yes, please explain.

No.

Note: Program Expenditure History figures represent only the expenditures from the appropriations for this outcome in the Executive Budget.

Goal 3: MDC maintains public trust Fiscal Year Comparison

Table 28: Outcome 3.1 Conservation Business Services Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
3.1 Conservation Business Services	Salaries	\$17,978,449	\$13,466,740	\$15,931,224	\$2,464,484	18.3%
3.1 Conservation Business Services	Hourly Labor	\$1,797,403	\$536,544	\$650,294	\$113,750	21.2%
3.1 Conservation Business Services	Expense	\$27,867,170	\$27,728,546	\$29,211,527	\$1,482,981	5.3%
3.1 Conservation Business Services	Equipment	\$17,697,534	\$9,617,375	\$9,030,797	(\$586,578)	-6.1%
3.1 Conservation Business Services	Construction	\$7,395,789	\$13,350,000	\$5,115,000	(\$8,235,000)	-61.7%
3.1 Conservation Business Services	Land Conservation & Partnerships	\$0	\$0	\$0	\$0	0.0%
3.1 Conservation Business Services	Total	\$72,736,344	\$64,699,205	\$59,938,842	(\$4,760,363)	-7.4%

3.1 Conservation Business Services – Missourians are confident their investments are used wisely

Table 29: Outcome 3.2 Staff Development and Benefits Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
3.2 Staff Development and Benefits	Salaries	\$19,514,155	\$1,955,566	\$1,973,372	\$17,806	0.9%
3.2 Staff Development and Benefits	Hourly Labor	\$414,573	\$569,565	\$573,710	\$4,145	0.7%
3.2 Staff Development and Benefits	Benefits	\$51,886,441	\$56,054,454	\$59,066,479	\$3,012,025	5.4%
3.2 Staff Development and Benefits	Expense	\$3,019,046	\$3,769,353	\$3,575,838	(\$193,515)	-5.1%
3.2 Staff Development and Benefits	Equipment	\$36,878	\$5,000	\$11,000	\$6,000	120.0%
3.2 Staff Development and Benefits	Total	\$74,871,093	\$62,353,938	\$65,200,399	\$2,846,461	4.6%

3.2 Staff Development and Benefits – Missouri is a recognized leader in conservation

Table 30: Goal 3 Totals Fiscal Year Comparison

Goal	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
Goal 3	Salaries	\$37,492,604	\$15,422,306	\$17,904,596	\$2,482,290	16.1%
Goal 3	Hourly Labor	\$2,211,977	\$1,106,109	\$1,224,004	\$117,895	10.7%
Goal 3	Benefits	\$51,886,441	\$56,054,454	\$59,066,479	\$3,012,025	5.4%
Goal 3	Expense	\$30,886,215	\$31,497,899	\$32,787,365	\$1,289,466	4.1%
Goal 3	Equipment	\$17,734,412	\$9,622,375	\$9,041,797	(\$580,578)	-6.0%
Goal 3	Construction	\$7,395,789	\$13,350,000	\$5,115,000	(\$8,235,000)	-61.7%
Goal 3	Land Conservation & Partnerships	\$0	\$0	\$0	\$0	0.0%
Goal 3	Total	\$147,607,438	\$127,053,143	\$125,139,241	(\$1,913,902)	-1.5%

Outcome 3.1 – Conservation Business Services Fiscal Year Comparison

Table 28: Outcome 3.1 Conservation Business Services Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
3.1 Conservation Business Services	Salaries	\$17,978,449	\$13,466,740	\$15,931,224	\$2,464,484	18.3%
3.1 Conservation Business Services	Hourly Labor	\$1,797,403	\$536,544	\$650,294	\$113,750	21.2%
3.1 Conservation Business Services	Expense	\$27,867,170	\$27,728,546	\$29,211,527	\$1,482,981	5.3%
3.1 Conservation Business Services	Equipment	\$17,697,534	\$9,617,375	\$9,030,797	(\$586,578)	-6.1%
3.1 Conservation Business Services	Construction	\$7,395,789	\$13,350,000	\$5,115,000	(\$8,235,000)	-61.7%
3.1 Conservation Business Services	Land Conservation & Partnerships	\$0	\$0	\$0	\$0	0.0%
3.1 Conservation Business Services	Total	\$72,736,344	\$64,699,205	\$59,938,842	(\$4,760,363)	-7.4%

3.1 Conservation Business Services – Missourians are confident their investments are used wisely

Outcome 3.1 Program Description

Department of Conservation HB Section: 6.620

Program Name: Conservation Business Services

Program is found in the following core budget: Conservation Business Services

1a. What strategic priority does this program address?

Maintain public trust

1b. What does this program do?

The Missouri Department of Conservation (MDC or Department), through its Conservation Business Services, provides overall administrative oversight of conservation programs and activities to protect and manage fish, forest, and wildlife resources of the state, and facilitates and provides opportunities for citizens to use, enjoy, and learn about these resources.

Serves Missouri citizens by directing agency management and providing timely responses to legislative information requests.

Provides legal counsel to the Department on all legal matters and ensures the Department's conservation activities are fully compliant with all appropriate statutes and legal requirements.

Acts as the custodian of records, responds to requests for information through the Missouri Sunshine Law, and develops and implements a flexible biennial audit plan to evaluate and improve the effectiveness of business processes and functions.

Provides administrative and technical services for acquisition and disposal of real estate holdings.

Manages environmental and conservation policy development and interagency coordination and conducts reviews of external development projects for impacts to fish, forest, and wildlife resources, including Department lands and programs.

Administers all financial activities of the Department including revenue collection, accounts payable, purchasing, accounting, budget, and payroll.

Informs and educates Department staff on issues related to business policies created by changes in statutes, rules, and regulations.

Provides customer support services responsible for the distribution of hunting and fishing permits statewide to retail businesses for sale to the public and the collection of permit revenue.

Strategic and Operational Planning oversees a comprehensive and standardized planning process to help department managers, strategic leaders, and all team members by setting priorities, focusing energy and resources, ensuring work towards common goals, establishing agreement around intended results, and assessing and adjusting the Department's direction in a changing environment.

The Information Technology Services program provides strategies and expertise to effectively and securely define, design, procure, and implement technology-based assets and solutions that strategically enable the Department's mission. This includes providing on-going management, maintenance, and support of the Department's technology assets and solutions, inclusive of all computer hardware and software systems, telephone, and other telecommunication systems, two-way radio systems, cellular and mobile systems, cybersecurity systems, applications and other database systems, analytics and reporting systems, and the coordination of those systems with internal staff, other state agencies, and technology vendors.

Customer Experience facilitates a systematic approach to support Department teams by helping them to improve the way they interact with and provide value to their customers, listening to what customers are saying about them and acting on insights they gain, and designing exceptional customer experiences.

Continuous Improvement facilitates and coordinates initiatives, delivers training, and provides problem solving tools to support all Department team members in documenting and improving processes by creating a culture of results-oriented, data-driven continuous improvement, and maximizing efficiency.

Manages the operations of the Department's fleet, including maintenance, repair, disposition, and replacement of vehicles, aircraft, marine, heavy equipment, ATVs/UTVs, and other small mechanical equipment in a cyclical manner, based on approved replacement criteria to support

ongoing Department research and management activities, including specialized equipment, more fuel efficient vehicles, and greenhouse gas emissions reducing equipment, and procures vehicles and equipment to support transportation needs of all staff involved in public meetings and workshops with Missouri citizens and partner organizations.

Assists in procuring fuel consumed in the vehicles and equipment utilized for Department operations and activities. (Please note: Fuel is shown in the state's budgeting/accounting system under the "Supplies" Budget Object Class rather than "Fuel & Utilities" Budget Object Class in the Core Decision Item Detail.)

Provides fuel consumption and expense updates, including key trends regarding Department-wide fuel consumption, to leadership to monitor progress according to Department goals, as well as provides regular updates on conserving fuel during normal operations that include tips for reducing consumption.

Provides aerial transportation for personnel for fish and wildlife surveys, forest fire detection and suppression activities, law enforcement patrols, photography, radio telemetry flights for fish and wildlife, and low altitude wildlife surveys.

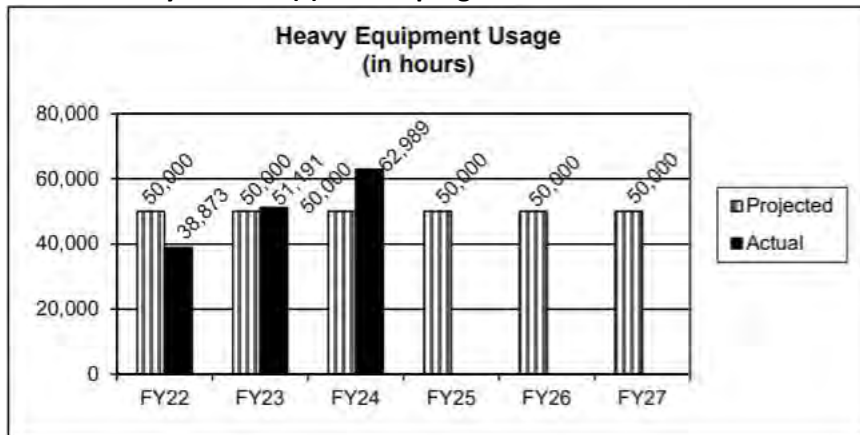
Provides office/meeting space for regional salaried and hourly staff, clerical support to staff assigned to individual sites, and to greet/meet the public.

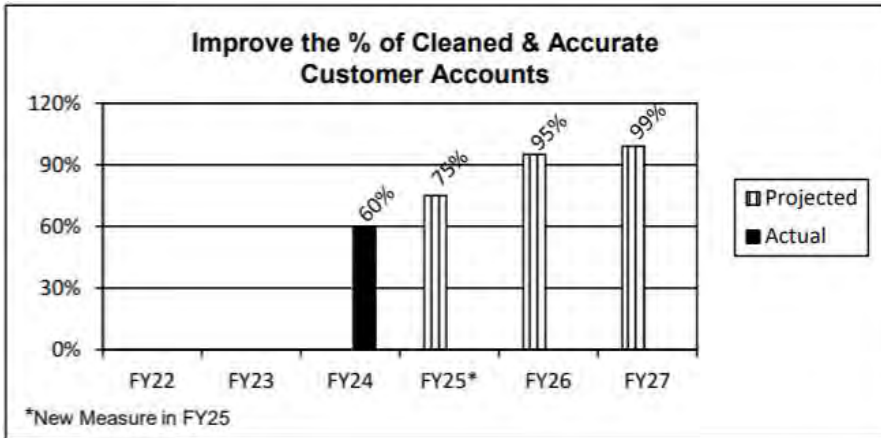
Maintenance and repair (M&R) work that is needed periodically on infrastructure. The responsibility to implement this work belongs to the Infrastructure Maintenance (IM) Supervisors on each region. Chapter 8 rules for contracting must be followed when contracting M&R projects.

The IM Supervisor must follow these rules and supervise/train the Construction Contract Supervisor to follow these rules.

Infrastructure Management implements the Department's Capital Plan by designing, constructing, and managing infrastructure to sustain conservation services and help all citizens connect with nature.

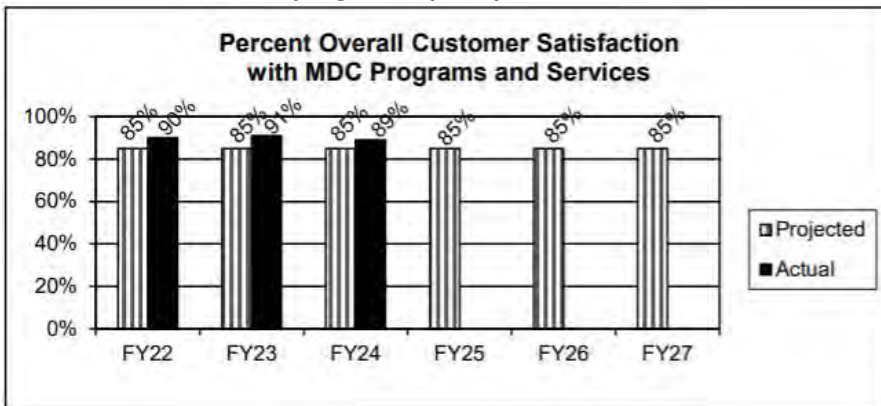
2a. Provide an activity measure(s) for the program.

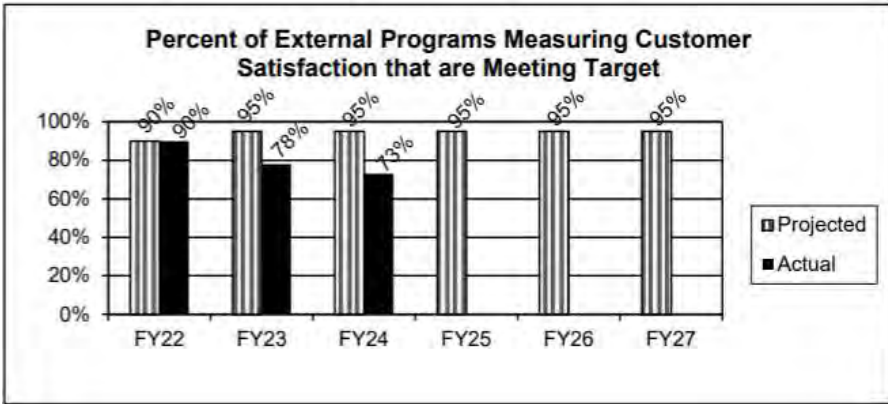




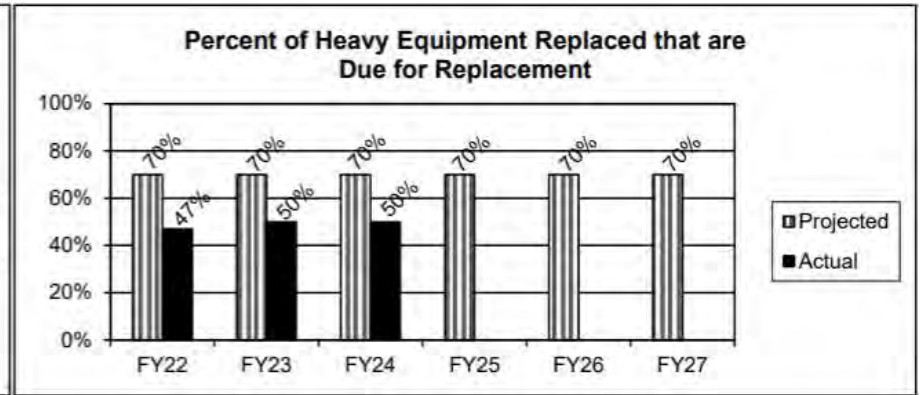
With approximately 9 million customer accounts and over 25 disparate customer databases, MDC is moving towards a single source enterprise database. In order to achieve this goal, it is necessary to ensure that customer information is accurate and contains zero duplicates. This measure indicates the percentage of customer records that are considered to be clean and accurate.

2b. Provide a measure(s) of the program's quality.

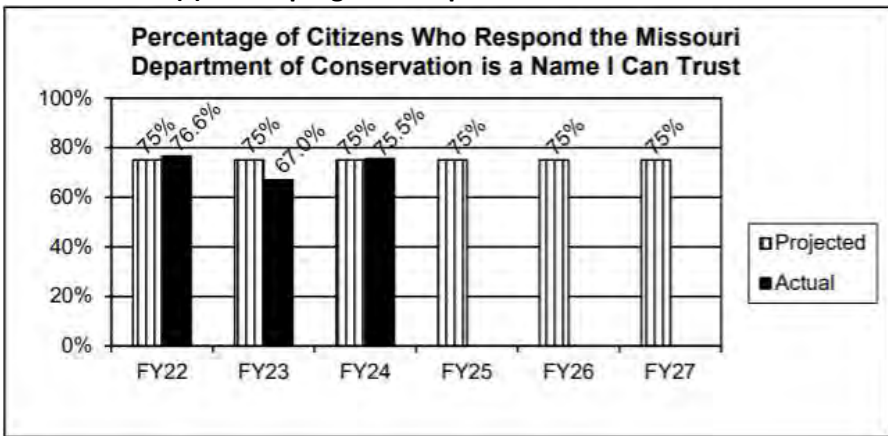


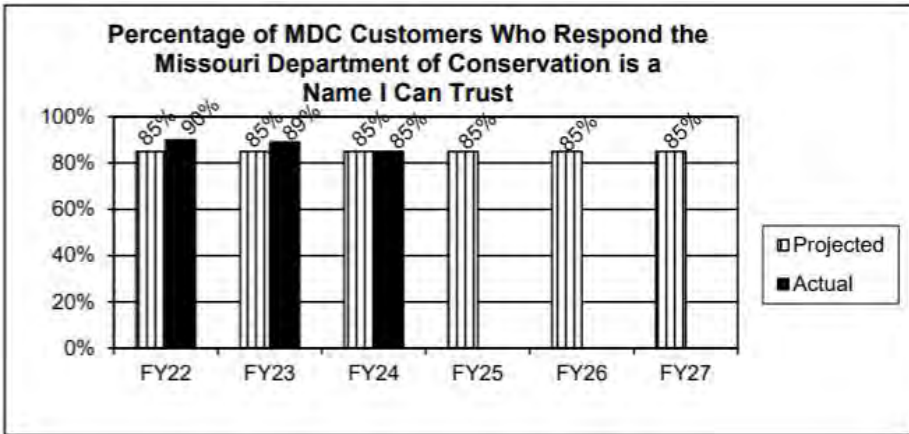


The purpose of this measure is to examine whether programs are meeting their individual customer satisfaction goals. Each program survey may have different purposes and have varying levels of maturity, therefore, this measure helps to minimize comparing programs that are very different.

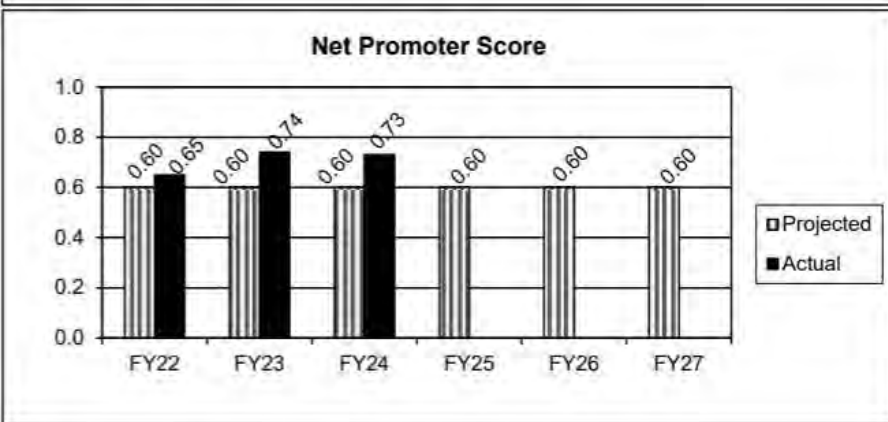
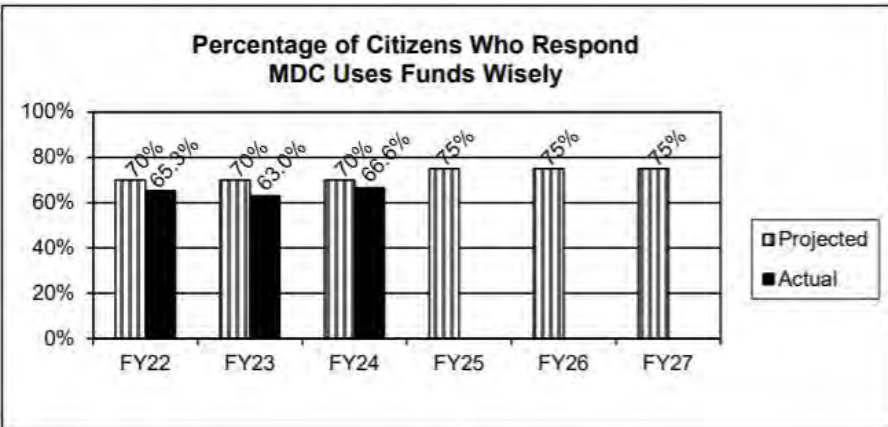


2c. Provide a measure(s) of the program's impact.

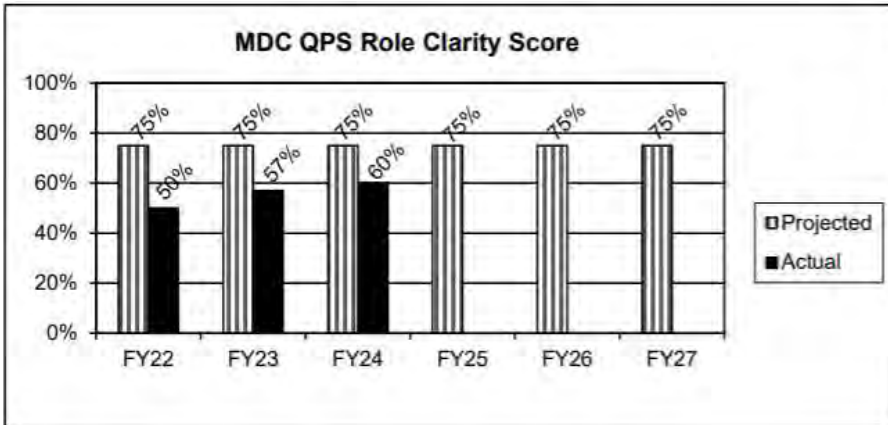




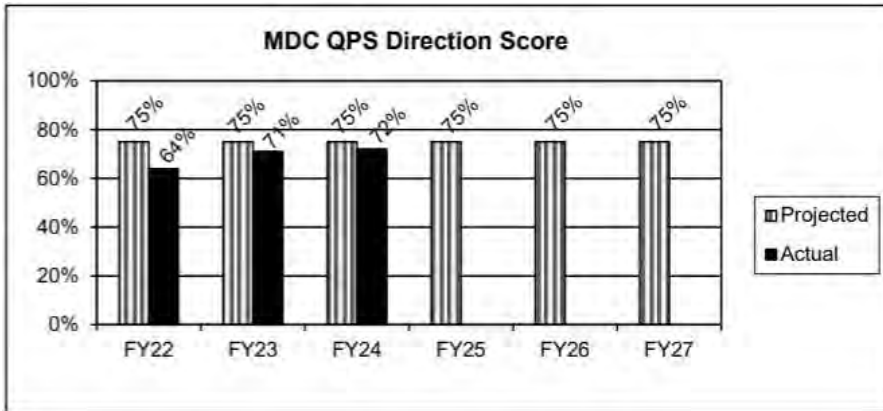
Survey of participants using MDC programs and/or services.



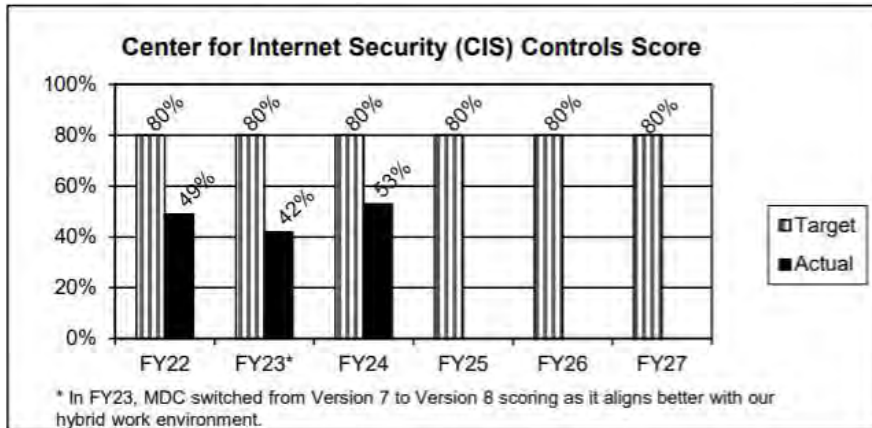
The net promoter score is a customer loyalty and customer satisfaction measurement calculated from asking customers how likely they are to recommend MDC products and services.



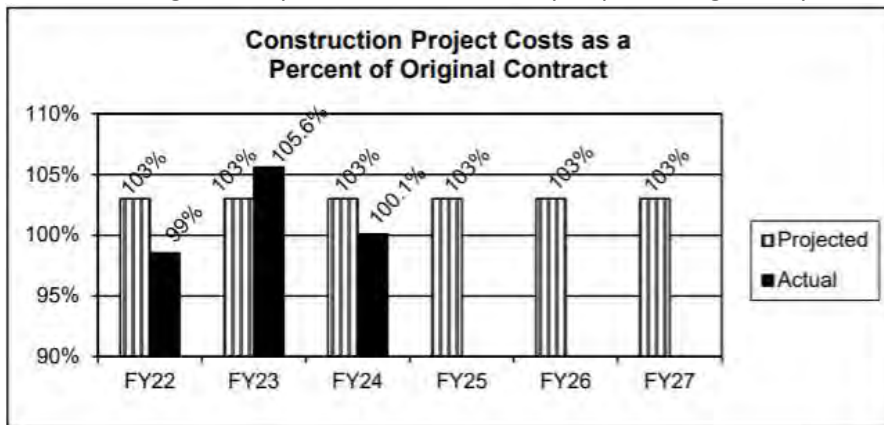
The source of this data is the Quarterly Pulse Survey (QPS). The Role Clarity Score is comprised of two questions taken from the survey: 1) Jobs in the organization are designed to have clear objectives and accountabilities for results. 2) The organization's organizational structure helps create clear accountability.



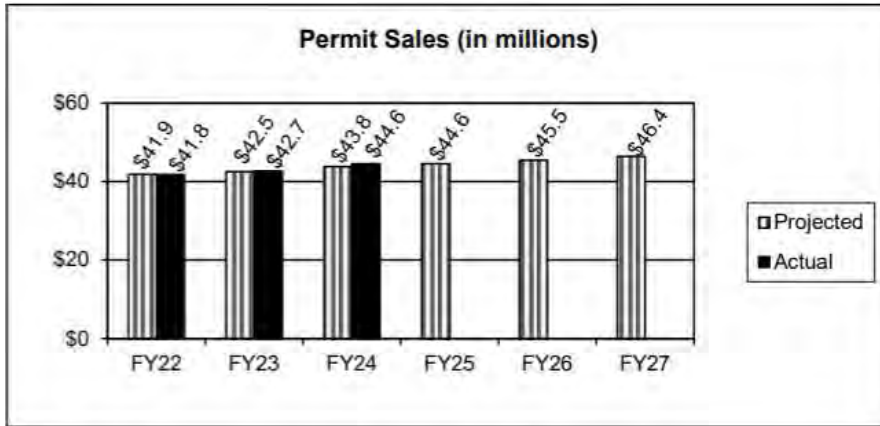
The source of this data is the Quarterly Pulse Survey. The combined results of three questions comprise the Direction Score. The questions are: 1) Employees' day to day behaviors are guided by the organization's vision and strategy. 2) The organization has a vision for the future that is both easy to understand and meaningful to employees. 3) The organization's strategy is aligned with its vision.



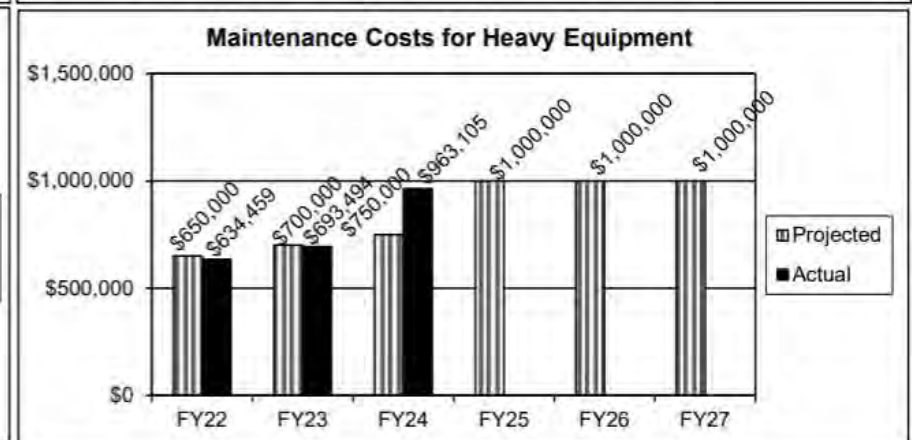
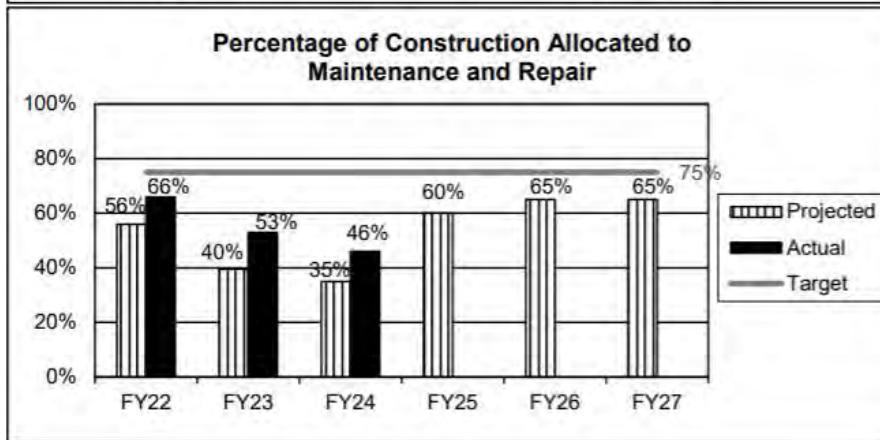
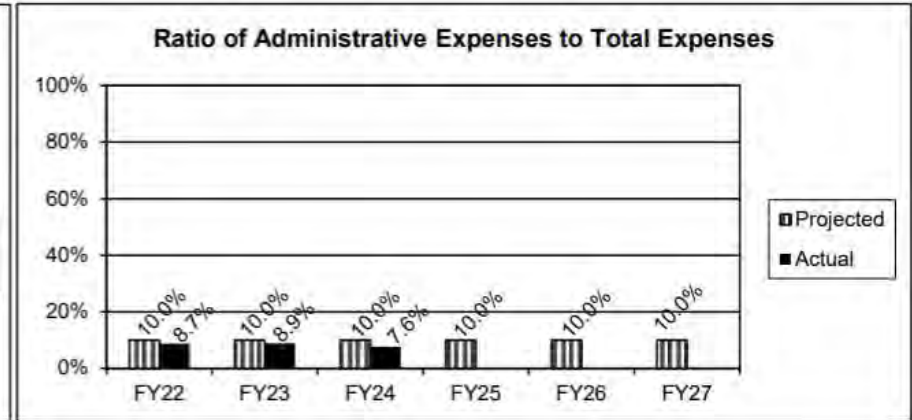
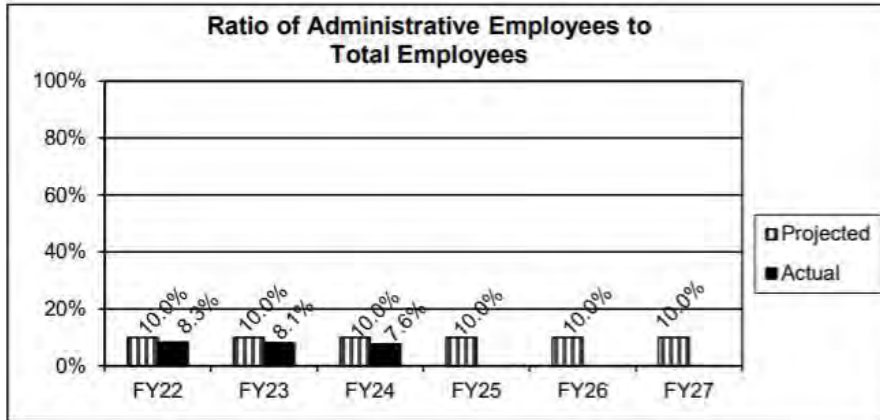
The Center for Internet Security (CIS) Controls is a set of best practices designed to help organizations improve posture by prioritizing and implementing specific security measures. These controls encompass key areas such as inventory management, secure configuration, and incident response. MDC is currently classified as Implementation Group 1, focusing on essential controls until a score of 80% or higher is achieved. Auditing these controls allows MDC to identify gaps and vulnerabilities in our security practices, ensuring compliance and the effectiveness of implemented measures. Annual audits of CIS controls significantly enhance MDC's ability to protect against cyber threats, reduce risks, and maintain a robust security framework.

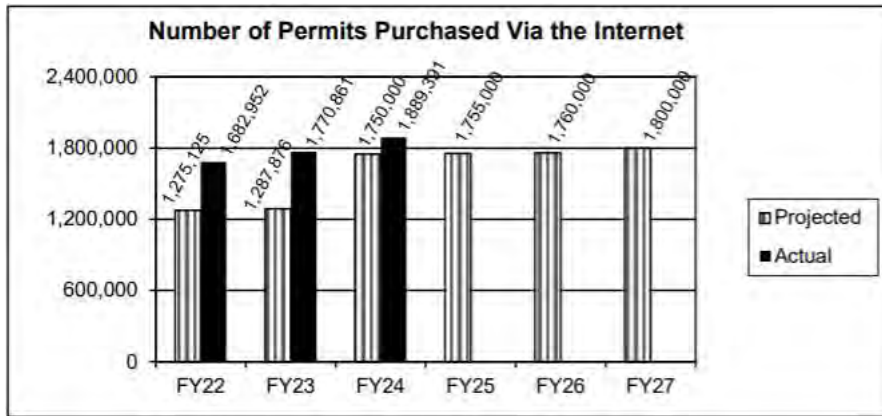


The goal is to have actual project costs not exceed the original contract amount by more than 3%, which is less than the industry average of 5%. The 3% allows for unforeseen conditions and other changes necessary to complete the project. This measure compares the final construction cost with the original amount of all projects that were completed during the fiscal year. This measure demonstrates the final average cost of the construction projects, regardless of when they were awarded. A fiscal year performance measure below the target amount of 103% exceeds the goal.

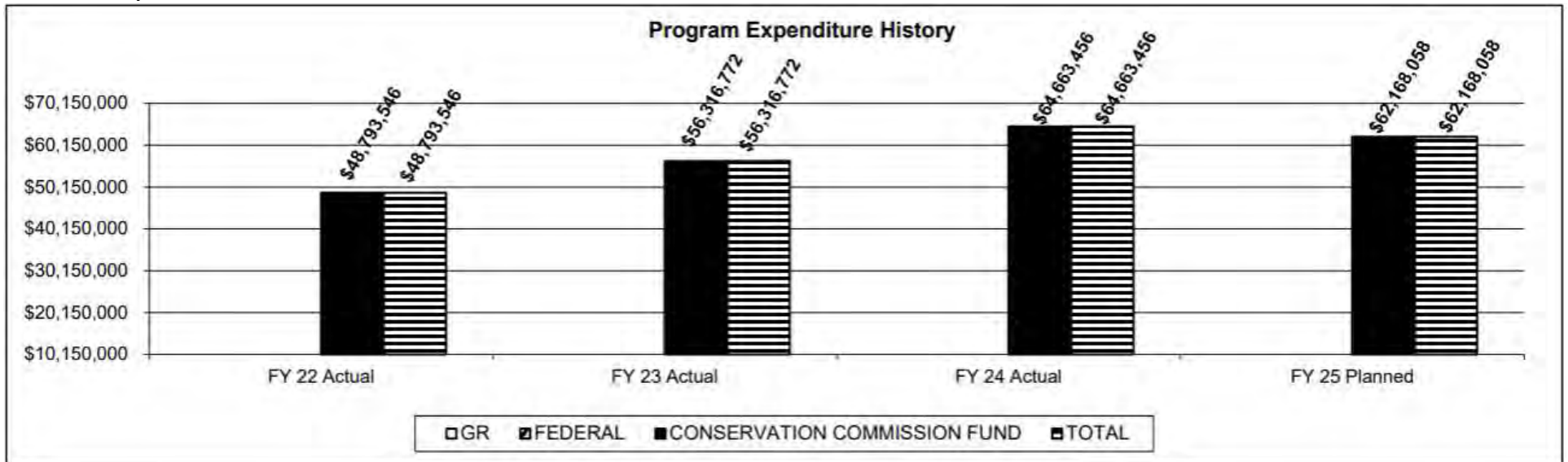


2d. Provide a measure(s) of the program's efficiency.





3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (Note: Amounts do not include fringe benefit costs.)



4. What are the sources of the "Other" funds?

Conservation Commission Fund (0609)

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

Authorization for this program is by state constitutional mandate adopted November 3, 1936.

6. Are there federal matching requirements? If yes, please explain.

No; however, this program participates in various federal programs, each with unique matching requirements.

7. Is this a federally mandated program? If yes, please explain.

No.

Note: Program Expenditure History figures represent only the expenditures from the appropriations for this outcome in the Executive Budget.

Outcome 3.2 – Staff Development and Benefits Fiscal Year Comparison

Table 29: Outcome 3.2 Staff Development and Benefits Fiscal Year Comparison

Outcome	Expenditure Type	Fiscal Year 2024 Actual Amount	Fiscal Year 2025 Original Budget Amount	Fiscal Year 2026 Request Amount	FY2025 to FY2026 Change Amount	FY2025 to FY2026 Change Percent
3.2 Staff Development and Benefits	Salaries	\$19,514,155	\$1,955,566	\$1,973,372	\$17,806	0.9%
3.2 Staff Development and Benefits	Hourly Labor	\$414,573	\$569,565	\$573,710	\$4,145	0.7%
3.2 Staff Development and Benefits	Benefits	\$51,886,441	\$56,054,454	\$59,066,479	\$3,012,025	5.4%
3.2 Staff Development and Benefits	Expense	\$3,019,046	\$3,769,353	\$3,575,838	(\$193,515)	-5.1%
3.2 Staff Development and Benefits	Equipment	\$36,878	\$5,000	\$11,000	\$6,000	120.0%
3.2 Staff Development and Benefits	Total	\$74,871,093	\$62,353,938	\$65,200,399	\$2,846,461	4.6%

3.2 Staff Development and Benefits – Missouri is a recognized leader in conservation

Outcome 3.2 Program Description

Department of Conservation HB Section: 6.625

Program Name: Staff Development & Benefits

Program is found in the following core budget: Staff Development & Benefits

1a. What strategic priority does this program address?

Maintain public trust

1b. What does this program do?

The Missouri Department of Conservation (MDC or Department) strives to be a leader in conservation by attracting, developing, and retaining a high-performing, talented workforce that can provide Missourians with conservation resources. To be a leader in conservation, MDC believes employee recruitment and development is crucial to achieving its goals. Employee recruitment and development includes Recruitment and Retention, Rewards and Recognition, Compensation and Benefits, Performance Management, and Employee Development. MDC coordinates activities to maintain a sustainable Total Rewards program, which continues to attract and retain a high-performing talented workforce. Total Rewards includes all compensation including salaries, health insurance, retirement, and other benefits.

Recruitment and Retention (includes Tuition Reimbursement, Internship Program, and Workforce Diversity) - Provides a challenging work environment that encourages employees to seek opportunities to further their career through various avenues. Programs include advanced education through tuition reimbursement and paid internships to college students to prepare them for potential full-time employment. These programs also encourage and foster a culture that values diversity while attaining compliance with Federal and State Laws and Executive Orders regarding equal opportunity and diversity.

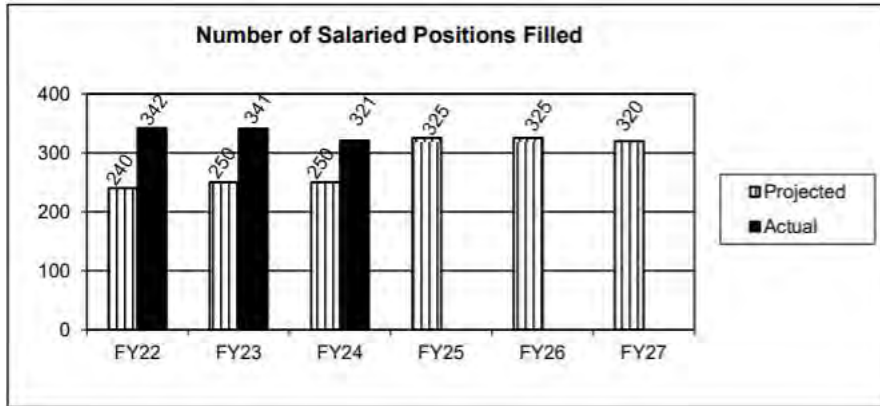
Rewards and Recognition - The Department identifies and recognizes salaried employees for their dedicated years of service and outstanding contributions. Recognition and rewards are based on years of service, special achievements, exemplary performance, and/or other significant contributions. These programs are important for employee retention, increasing employee motivation and morale, and building a positive and collaborative workplace.

Compensation and Benefits - The MDC employee health insurance program is funded by employee, retiree, and Commission contributions. The Commission pays 85% of employee health insurance premiums and up to 65% of retiree health insurance premiums. The program is designed to enhance the health and welfare of the Department's employees, retirees, and their dependents while maintaining the viability of the Plan. The Department provides employees with opportunities for improved physical and mental well-being through utilization of wellness incentives and programs, including health screens and the employee assistance program (EAP).

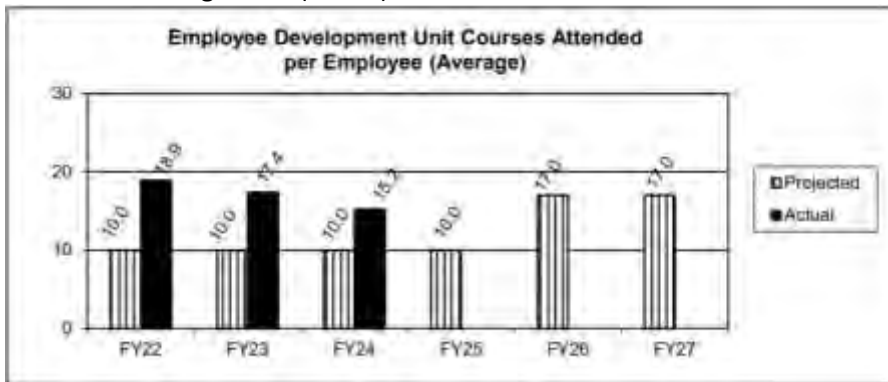
Performance Management - The Department's Strategic Plan, Design for the Future, outlines a 21st Century Conservation Model for Success to ensure the Department continues to be a leader in conservation. An important part of the plan is that Missouri is a recognized leader in conservation supported by a diverse and skilled workforce. As part of its goals, MDC developed a Performance Management Team, which successfully implemented the following objectives: redesigned the Performance Appraisal process, implemented a Commission-approved salary plan to include market adjustment, years of service, and performance pay, revamped the Individual Development Plan (IDP), and reviewed non-monetary rewards.

Employee Development - The Department promotes individual and organizational programs to ensure all employees are developing their skills by participating in professional development opportunities to be the best leaders they can be. Employees are offered a variety of learning and training opportunities that provide staff with the knowledge and tools to excel at their jobs, which include technical, supervisory, managerial, leadership, team building, communication, and customer service classes. Additionally, the Department provides employee safety training courses, including effective use of equipment based on individual job requirements. Employee professional development is an integral part of the strategic plan to promote a culture of continuous improvement.

2a. Provide an activity measure(s) for the program.

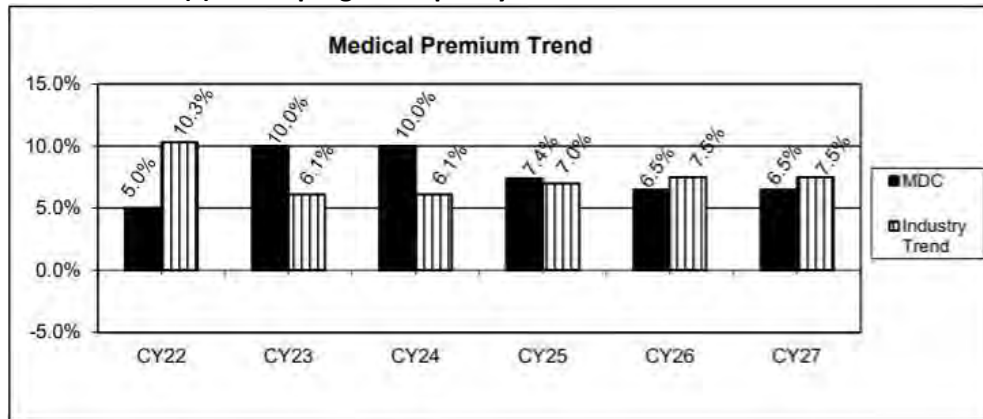


The Department's promise to serve the public extends beyond our goal to provide exceptional public service by recruiting, developing, and retaining a diverse and skilled workforce. Cost per hire (total internal costs plus external recruiting costs divided by total number of hires in a given time frame) for salaried employees is approximately \$1,700, which is significantly less than the industry benchmark of \$4,700, as reported from the Society of Human Resources Management (SHRM).



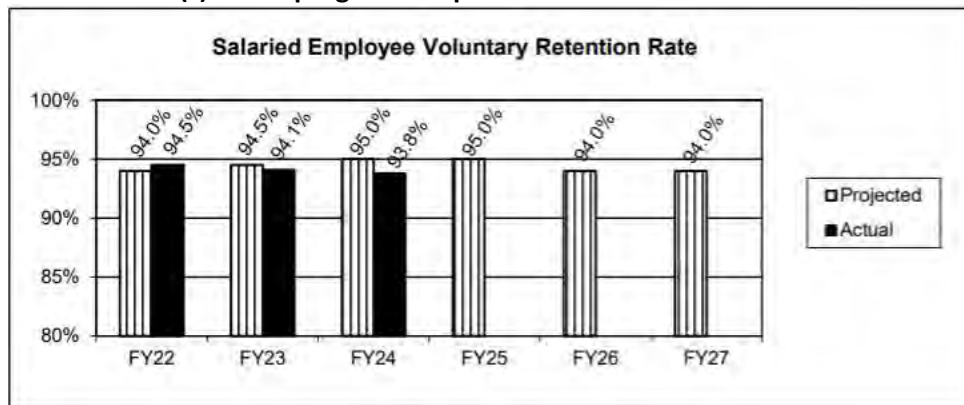
The Department's Employee Development courses include technical, supervisory, managerial, leadership, team building, communication, and customer service classes. The Department is utilizing the Leadership Development Rule (LDR) for all supervisors. LinkedIn Learning and virtual courses have impacted the availability of employees to attend training.

2b. Provide a measure(s) of the program's quality.



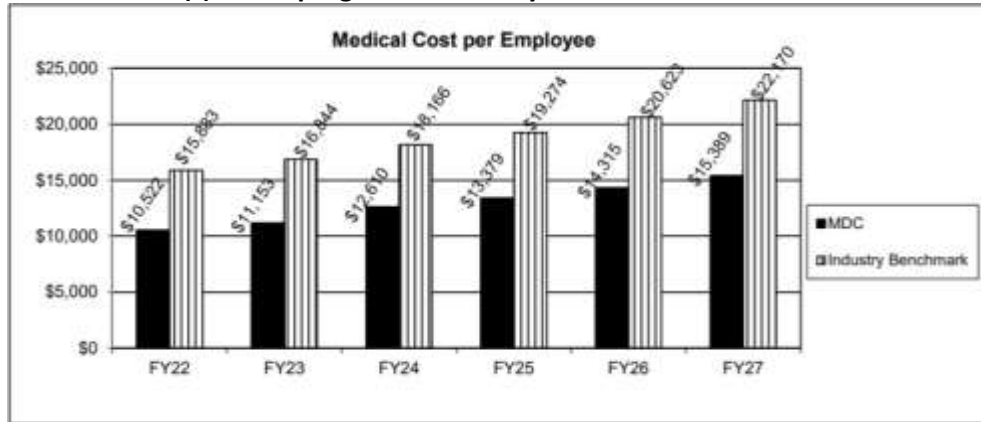
The Conservation Employees' Benefits Plan (CEBP) Board of Trustees is committed to proactive management of this valuable benefit to Department employees and retirees, which includes management of a self-sustaining and financially sound plan. The Board maintains a continued focus on the importance of member responsibility, consumerism, and wellness initiatives. In recent years, the Plan has incurred high dollar medical and prescription claims which have exceeded overall income. As a result, The Board of Trustees has worked closely with the Plan's consultant, WTW, to project claim spend and to structure rate tiers and premiums to offset those rising claims and maintain a sound fund balance. The Conservation Commission has generously increased active employee premium contributions from 68% to 85% in 2022 and retiree premium contributions from up to 35% to up to 65% in 2023. They have also provided two \$2 million infusions to address unanticipated high dollar claims which dramatically impacted the overall Trust Fund balance in 2022 and 2024 plan years. In recent years, the following premium changes have occurred: 5% in 2021, 2% in 2022, 10% in 2023, 10% in 2024, and an average 7.4% in 2025 (for actives and retirees combined). Although the Plan has experienced higher than normal claim spend in recent years, the majority of the Plan's premium changes have remained well below national averages reported by PricewaterhouseCoopers and KFF.

2c. Provide a measure(s) of the program's impact.



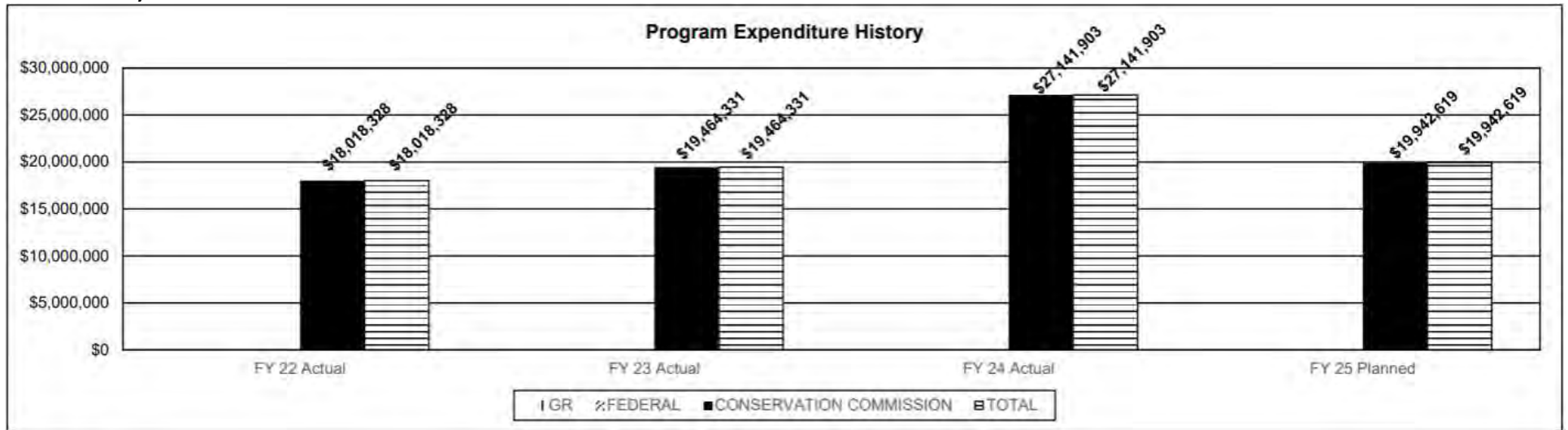
According to the Office of Administration's Division of Personnel Dashboard, the Department's voluntary retention rate continues to be one of the highest of all Missouri state agencies.

2d. Provide a measure(s) of the program's efficiency.



Based on analysis provided by Willis Towers Watson in 2024, the Department's medical plan performance overall has proven more efficient than the Government/Public Sector/Industry by 27%. Industry Benchmark numbers for 2022 through 2026 and MDC numbers for 2025 through 2027 are based on projections. These numbers reflect employer premium contributions.

3. Provide actual expenditures for the prior three fiscal years and planned expenditures for the current fiscal year. (Note: Amounts do not include fringe benefit costs.)



4. What are the sources of the "Other" funds?

Conservation Commission Fund (0609)

5. What is the authorization for this program, i.e., federal or state statute, etc.? (Include the federal program number, if applicable.)

Authorization for this program is by state constitutional mandate adopted November 3, 1936.

6. Are there federal matching requirements? If yes, please explain.

No.

7. Is this a federally mandated program? If yes, please explain.

No; however, elements of the program are federally mandated, such as the Fair Labor Standards Act, the Americans with Disabilities Act, Civil Rights Act, Health Insurance Protection and Privacy Act (HIPPA), Patient Protection and Affordable Care Act, etc.

Note: Program Expenditure History figures represent only the expenditures from the appropriations for this outcome in the Executive Budget.

FY2026 Total Construction Request

Table 31: HB17 Capital Improvement Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB17	611846	Barry	Roaring River Fish Hatchery	Residence Replacement	1.2	No	500,000		0	500,000
HB17	701189	Pike	Shanks (Ted) CA	Hazardous Material Storage Buildings	3.1	No	350,000		150,000	0
HB17	101203	Newton	Shoal Creek Conservation Education Center	Exhibits Improvements	2.2	No	250,000		50,000	200,000
HB17	470137	Dallas, Laclede	Bennett Spring Fish Hatchery	Residence Replacement	1.2	Yes	500,000		250,000	0
HB17	561007	Dunklin	Hornersville Swamp CA	Road & Parking Lot Improvements	2.1	No	450,000		400,000	0
HB17	560189	Taney	Shepherd of the Hills Fish Hatchery	Chiller, Backup Generator and UV Disinfection Improvements	1.2	No	3,000,000		0	3,000,000
HB17	470136	Dallas, Laclede	Bennett Spring Fish Hatchery	Hatchery Renovation	1.2	Yes	48,000,000		14,000,000	0
HB17	000221	Adair	Northeast Regional Office	CWD Cold Storage Unit	1.2	No	50,000		10,000	0
HB17	540348	Dent	Montauk Fish Hatchery	Residence Replacement	1.2	No	500,000		0	500,000
HB17	530237	Shelby	Hunnewell Lake CA	Residence Replacement	1.2	Yes	500,000		250,000	0
HB17	460232	Lawrence	Chesapeake Fish Hatchery	Residence Replacement	1.2	No	500,000		0	500,000
HB17	651263	Saline	Blind Pony Lake CA	Residence Replacement	1.2	No	500,000		0	500,000
HB17	424311	Cole	OneHealth Lab	Thermal Digester	1.2	No	1,000,000		0	1,000,000
HB17	870933	St. Louis	Powder Valley CNC	Nature Explore Classroom	2.2	No	300,000		0	300,000
HB17	612110	Polk	Pleasant Hope CA	Shooting Range Relocation	2.1	Yes	6,400,000		0	6,000,000
HB17	424312	Cole	OneHealth Lab	Shop Development	1.2	No	3,000,000		0	3,000,000
HB17	651265	Saline	Blind Pony Lake CA	Spillway Safety Fence	1.2	No	100,000		0	100,000
HB17	560188	Taney	Shepherd of the Hills Fish Hatchery	Feed Tower Replacement	1.2	No	2,000,000		0	1,800,000
HB17	973616	St. Louis	Columbia Bottom CA	Entrance Road Relocation	2.1	Yes	2,500,000		100,000	0
HB17	812612	Henry	Clinton Office	Office Replacement	3.1	No	5,000,000		0	5,000,000
HB17	721708	Marion	Ray (J Thad) Mem WA	Hannibal Office	3.1	No	5,000,000		0	5,000,000
HB17	794201	Dunklin	Warbler Woods CA	New Parking Lot	2.1	No	150,000		50,000	0
HB17	560185	Taney	Shepherd of the Hills Fish Hatchery	Residence Replacement	1.2	No	500,000		0	500,000
HB17	560182	Taney	Shepherd of the Hills Fish Hatchery	Lake Tower Drum Filter	1.2	No	1,000,000		0	1,000,000
HB17	460169	Linn, Livingston	Fountain Grove CA	Headquarters and Shop Relocation	1.2	No	5,000,000		0	5,000,000
HB17	861212	Cape Girardeau	Apple Creek CA	Service Roads Improvements	2.1	No	600,000		300,000	0
Subtotal							87,650,000		15,560,000	33,900,000

Table 32: HB17 Rehabilitation Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB17	590419	Callaway	Little Dixie Lake CA	Boat Ramp Relocation	2.1	No	200,000	F	0	200,000
Subtotal							200,000		0	200,000

Outside Funding Source:

F=Federal Sport Fish Restoration

Table 33: HB18 Capital Improvement Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB18	611850	Barry	Roaring River Fish Hatchery	UV Improvements	1.2	No	1,000,000		800,000	200,000
HB18	540350	Dent	Montauk Fish Hatchery	Fuel Tank Relocation	3.1	No	50,000		50,000	0
Subtotal							1,050,000		850,000	200,000

Table 34: HB18 Maintenance & Repair Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB18	902135	Cape Girardeau	Southeast Regional Office	Cape Girardeau Nature Center Roof and Rooftop HVAC Unit Replacement	2.2	No	600,000		400,000	0
HB18	4901B0	St. Charles	Busch (August A) Mem CA	Building Exterior Renovations	3.1	No	2,350,000		100,000	0
HB18	952607	Platte	Parma Woods Range and Training Center	Roof Replacement	2.2	No	1,000,000		0	1,000,000
HB18	860942	Greene	Springfield CNC	HVAC Chiller, Air Handling Unit and Controls Replacement	3.1	No	1,000,000		0	1,000,000
HB18	611854	Barry	Roaring River Fish Hatchery	Propane Line Replacement	1.2	No	25,000		25,000	0
HB18	650141	Texas	White (George O) SF Nursery	Septic Repairs	1.2	No	800,000		800,000	0
HB18	814218	Holt	Brown (Bob) CA	Wetland Pump Replacement	1.2	No	500,000		100,000	0
HB18	4901B6	St. Charles	Busch (August A) Mem CA	Concrete Tilt-Up Panel Structural Repairs	3.1	No	130,000		15,000	0
HB18	760116	Callaway	Whetstone Creek CA	Big Lake Dam Repair	1.1	No	1,000,000		900,000	0
HB18	611849	Barry	Roaring River Fish Hatchery	Oxygen Line Replacement	1.2	No	200,000		200,000	0
HB18	6119M6	Cole	Conservation Commission HQ	E Building Carpter Replacement	3.1	No	50,000		50,000	0
HB18	000213	Adair	Northeast Regional Office	Windows and Skylight Replacement	3.1	No	1,000,000		900,000	0
HB18	090713	Boone	Central Regional Office	Column Settlement Repairs	3.1	No	150,000		150,000	0
HB18	6119G9	Cole	Conservation Commission HQ	Runge Conservation Nature Center Siding Replacement	2.2	No	2,400,000		500,000	0
Subtotal							11,205,000		4,140,000	2,000,000

Table 35: HB18 Rehabilitation Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB18	973626	St. Louis	Columbia Bottom CA	Visitor Center Entry Column & Beam Replacements	2.2	No	100,000		50,000	50,000
HB18	6119L9	Cole	Conservation Commission HQ	Lower Campus Building Improvements	3.1	No	2,000,000		200,000	1,800,000
HB18	893117	Boone	Eagle Bluffs CA	Pump Station Flood Repairs	1.2	No	1,700,000		1,000,000	0
HB18	500158	Bollinger, Stoddard, Wayne	Duck Creek CA	Sewer System Renovation	1.2	No	700,000		0	700,000
HB18	842509	Howell	White Ranch CA	Shooting Range Improvements	2.1	No	400,000		0	400,000
HB18	6119K4	Cole	Conservation Commission HQ	Runge Nature Center Building Improvements	2.2	No	2,000,000		200,000	1,800,000
HB18	760117	Callaway	Whetstone Creek CA	Shop Renovation	3.1	No	500,000		0	500,000
HB18	6119J8	Cole	Conservation Commission HQ	IT Data Center HVAC Replacement	3.1	No	200,000		200,000	0
HB18	560191	Taney	Shepherd of the Hills Fish Hatchery	Fish Ladder Renovation	1.2	No	500,000		400,000	0
HB18	6119K9	Cole	Conservation Commission HQ	Thermostat Replacements	3.1	No	200,000		100,000	100,000
HB18	640801	Pettis, Saline	Marshall Junction CA	Shooting Range Repair	2.1	No	2,000,000		200,000	1,800,000
HB18	570135	St. Clair, Vernon	Schell-Osage CA	Golden Anniversary Wetland Renovation Phase II	1.2	Yes	21,000,000	N	12,000,000	4,000,000
HB18	570134	St. Clair, Vernon	Schell-Osage CA	Golden Anniversary Wetland Renovation Phase II Schell Lake Renovation	1.2	Yes	9,500,000	F	6,000,000	1,000,000
HB18	850115	Greene	Southwest Regional Office	Shop Exterior Renovation	3.1	No	700,000		0	700,000
HB18	760211	Iron	Ketcherside Mountain CA	Taum Sauk Radio Tower Replacement	3.1	No	400,000		300,000	0
HB18	560187	Taney	Shepherd of the Hills Fish Hatchery	Building Renovation	1.2	No	1,000,000		0	1,000,000
HB18	540339	Dent	Montauk Fish Hatchery	Hatchery Renovation Phase I	1.2	No	20,000,000		0	20,000,000
HB18	893050	Benton	Lost Valley Fish Hatchery	Underground Valve Replacement	1.2	No	300,000		0	300,000
HB18	870937	St. Louis	Powder Valley CNC	High Ammonia Levels	2.2	No	200,000		200,000	0
HB18	951509	Reynolds	Current River CA	Deer Run Radio Tower Replacement	3.1	No	360,000		250,000	0
HB18	913420	Andrew	Nodaway Valley CA	East Pump Station Controls and Platform Replacement	1.2	No	200,000		0	200,000
HB18	6119H9	Cole	Conservation Commission HQ	Site Renovation	3.1	No	6,200,000		2,000,000	0
HB18	960806	Buchanan, Platte	Kendzora (Anthony and Beatrice) CA	Lake Drain Structure Replacement	1.1	No	3,500,000		1,600,000	1,700,000
HB18	560183	Taney	Shepherd of the Hills Fish Hatchery	Shop Exterior Renovation	1.2	No	500,000		0	500,000

HB18	792920	Platte	Platte Falls CA	Shotgun Range Disposal	2.1	No	5,000,000		200,000	4,800,000
HB18	902322	St. Louis	Henges (Jay) Shooting Range and Outdoor Education Center	Trap Field Cameras Replacement	2.2	No	100,000		0	100,000
HB18	870934	St. Louis	Powder Valley CNC	Tanglevine Trail Educational Pond and Train Renovation	2.2	No	500,000		100,000	400,000
Subtotal							79,760,000		25,000,000	41,850,000

Outside Funding Source:

F=Federal Sport Fish Restoration

N=North American Wetland Conservation Act (NAWCA)

Table 36: HB18 Statewide Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB18	FY26MR	Statewide	Statewide	FY26 Regional Maintenance & Repair	2.1	No	7,000,000		7,000,000	0
HB18	FY26CT	Statewide	Statewide	FY26 County Aid Road Trust (CART) Program	2.1	No	1,800,000		1,800,000	0
HB18	FY26CS	Statewide	Statewide	FY26 On Call Consultant Design Services	3.1	No	500,000		500,000	0
Subtotal							9,300,000		9,300,000	0

Table 37: HB19 Capital Improvement Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB19	4901C3	St. Charles	Busch (August A) Mem CA	Shooting Range Privy	2.2	No	50,000		50,000	0
HB19	851724	Greene	Bois D'Arc CA	Shooting Range Public Water Improvements	2.2	No	1,500,000		0	1,500,000
HB19	101209	Newton	Shoal Creek Conservation Education Center	Entrance Sign	2.2	No	50,000		0	50,000
HB19	191001	St. Francois	Farmington Office	Building Improvements	3.1	No	1,000,000		0	1,000,000
HB19	870936	St. Louis	Powder Valley CNC	Public Sewer Connection	2.2	No	1,000,000		0	1,000,000
HB19	860945	Greene	Springfield CNC	Front Entrance Gate Automation	2.2	No	150,000		0	150,000
Subtotal							3,750,000		50,000	3,700,000

Table 38: HB19 Rehabilitation Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB19	893051	Benton	Lost Valley Fish Hatchery	Water Pumping and Heating Efficiency Improvements	1.2	No	1,050,000		1,050,000	0
Subtotal							1,050,000		1,050,000	0

Table 39: HB19 Statewide Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB19	FY26EC	Statewide	Statewide	FY26 Environmental Compliance Consultant (e.g., Capital Improvement Projects)		No	150,000		150,000	0
HB19	FY26BS	Statewide	Statewide	FY26 Boundary Surveys	2.1	No	500,000		500,000	0
Subtotal							650,000		650,000	0

Table 40: HB20 Capital Improvement Projects

House Bill	Project Number	County	Area Name	Project Name	Strategic Plan Outcome	Commission Fund Balance Project	Budget	Outside Funding	FY26 Estimate	FY27 and Beyond Estimate
HB20	973624	St. Louis	Columbia Bottom CA	Levee Setback	2.1	Yes	25,000,000	ARPA	0	9,500,000
Subtotal							25,000,000		0	9,500,000

Outside Funding Source: ARPA=American Rescue Plan Act

Table 41: Construction Request Grand Total

7y	Project Type	Budget	FY26 Estimate	FY27 and Beyond Estimate
HB17	Capital Improvement Projects	87,650,000	15,560,000	33,900,000
HB17	Rehabilitation Projects	200,000	0	200,000
HB18	Capital Improvement Projects	1,050,000	850,000	200,000
HB18	Maintenance & Repair Projects	11,205,000	4,140,000	2,000,000
HB18	Rehabilitation Projects	79,760,000	25,000,000	41,850,000
HB18	Statewide Projects	9,300,000	9,300,000	0
HB19	Capital Improvement Projects	3,750,000	50,000	3,700,000
HB19	Rehabilitation Projects	1,050,000	1,050,000	0
HB19	Statewide Projects	650,000	650,000	0
HB20	Capital Improvement Projects	25,000,000	0	9,500,000
Grand Total		219,615,000	56,600,000	91,350,000

FY26 Information Technology Project List

Table 42: FY26 Information Technology Project List

Outcome	Project Name	One-Time/ On-Going/ Multi-Year	Project Total Budget	FY26 Estimate	FY27 and Beyond Estimate
1.1	Community Health Index (CHI) Survey123 Implementation-Phase 4	One Time	\$15,000	\$15,000	\$0
1.1	Performance Reporting System Enhancements	One Time	\$25,000	\$25,000	\$0
1.1	Tree Seedling Application Implementation-Phase 3	One Time	\$25,000	\$25,000	\$0
1.1	Forest Inventory Solution - Implementation	Multi-Year	TBD	\$300,000	TBD
1.2	CWD Collector App Enhancements	On Going	TBD	\$10,000	TBD
1.2	Wildlife Health Application Enhancements	One Time	\$16,000	\$16,000	\$0
1.2	Electronic Evidence Inventory Tracking System	On Going	TBD	\$20,000	TBD
1.2	Waterfowl Draw System Enhancements-Phase 2	One Time	\$200,000	\$200,000	\$0
2.1	Atlas Architecture Implementation-Phase 3	Multi-Year	TBD	\$100,000	TBD
2.1	Fisheries Information Network System (FINS) Replacement	Multi-Year	TBD	\$100,000	TBD
2.1	Camping Permits Implementation	One Time	\$150,000	\$150,000	\$0
2.1	MDC Lands Deedlines Dataset Development - Implementation	Multi-Year	TBD	\$528,390	TBD
2.2	Stream Team Implementation-Phase 4	Multi-Year	TBD	\$50,000	TBD
2.2	Online Outdoor Skills and LMS - Implementation	One Time	\$60,000	\$60,000	\$0
2.2	CX-MoMag Implementation	One Time	\$170,000	\$170,000	\$0
2.2	Shooting Range Self Check-In System - Implementation	One Time	\$221,500	\$221,500	\$0
3.1	MDC Disaster Recover Plan-Phase 2	One Time	\$25,000	\$25,000	\$0
3.1	CX-Customer Application Portal - Implementation	One Time	\$75,000	\$75,000	\$0
3.1	Environmental Management System Implementation-Phase 2	One Time	\$80,000	\$80,000	\$0
3.1	Enterprise Resource Planning (ERP) Implementation Support	Multi-Year	TBD	\$200,000	TBD
3.1	CX-Customer Data Remediation	Multi-Year	TBD	\$240,000	TBD
3.1	CX-CAMP and MDC Application Integration	Multi-Year	TBD	\$397,875	TBD
3.1	CX-CRM Software Acquisition	Multi-Year	TBD	\$400,000	TBD
3.1	PayIt Outdoors Implementation	Multi-Year	TBD	\$465,000	TBD
3.2	Family Medical Leave Act (FMLA) Application Implementation	One Time	\$50,000	\$50,000	\$0
3.2	HRIS Onboarding 2.0 Implementation	One Time	\$200,000	\$200,000	\$0
	Total FY26 Information Technology Projects			\$4,123,765	

TBD=To be determined