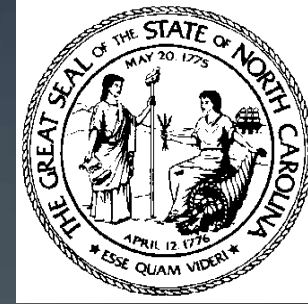




North Carolina Department of Administration North Carolina Council for Women

DOMESTIC VIOLENCE PROGRAM GUIDELINES

Updated July, 2014

INTRODUCTION

The North Carolina Council for Women (NC CFW) is the state's leading voice on key issues impacting women.

NC CFW is a departmental advocacy division within the Department of Administration that provides funding, consultation and/or technical assistance to domestic violence programs statewide.

NC CFW has region offices that provide consultation and technical assistance to programs as well as help with program and board development. The region office staff conduct monitoring assessments for all funded programs in an effort to ensure compliance with relevant federal laws, state statutes and North Carolina administrative code provisions, as well as best practices in service delivery.



PURPOSE

The purpose of the Domestic Violence Program Guidelines is to provide all program administrators receiving funding from the NC CFW with directives on administrative and programmatic requirements. You provide immediate safety, and services to improve long-term social and emotional well being. We are proud to partner with you to ensure state-supported services meet high standards of accountability while saving lives and changing the future...one life at a time.

FUNDING ELIGIBILITY

- ❖ Grantees that receive domestic violence funding must adhere to the North Carolina General Statute (G. S.) §50B-9 and § 143C-6-23.
- ❖ Grantees that receive the domestic violence state appropriation also qualify to receive a pro-rata share of the marriage license fees.
- ❖ To qualify all applicants shall:
 - be a local unit of government or a private, non-profit organization;
 - operate for one year providing the domestic violence basic services prior to applying for the domestic violence funds;
 - comply with audit requirements and grant monitoring;
 - comply with the provisions of the grant contract;
 - maintain compliance with agency contracting;
 - have a Board of Directors that receives board training annually;
 - provide timely and accurate program and financial reporting to the Council; and not have supplanted federal, state or local funds that in the absence of funds would be available for any portion of the program.

ACCOUNTING REQUIREMENTS

All Grantees must adhere to the reporting requirements outlined in NCGS §143C-6-23, North Carolina Administrative Code (NCAC) Chapter 9 and the contract between the program and the NC CFW/DOA.

USE OF FUNDS

- ❖ Grantees shall ensure that state funds are utilized for the purpose of the grant as outlined by 9 NCAC 03M.0202.
- ❖ 9 NCAC 03M. 0201 states that Grantees must adhere to the Cost Principles outlined in the Office of Management & Budget's Super Circular, (this Super Circular supersedes and streamlines requirements from OMB Circulars A-21, A-87, A-110, and A-122, as well as A-89, A-102, and A-133. A-87 and A-122.)
- ❖ Determination of allowable costs is at the NC CFW's discretion.
- ❖ Administrative costs associated with NC CFW funds shall not exceed 20% of the domestic violence program grant appropriation. Administrative or M&G costs are expenses allocated for the overall function and management of the agency, rather than for the direct conduct of program services.

USE OF FUNDS – ADMINISTRATIVE COSTS

- ❖ Grantees that receive domestic violence funds automatically qualify to receive an equal quarterly portion of anticipated marriage license fees and divorce filing fees generated thru the Administrative Office of the Courts. It is an additional funding source for domestic violence programs only. Marriage license fees and divorce filing fees ARE NOT appropriations.

Examples of Administrative or M&G costs include (but are not limited to):

- ❖ Board of Directors, Committee and staff meetings (unless held in connection with specific program or fundraising activities)
 - ❖ Legal/Accounting/Financial Services
 - ❖ Office management and general office supplies
 - ❖ Publication and distribution of an annual report
 - ❖ Salary, FICA, fringe benefit expense for non-direct service staff time (i.e.: grant writing/compliance reporting, board meeting preparation, monthly financial reconciliations, etc.)
 - ❖ Percentage of rent and utilities not associated with program delivery
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- ❖ When assessing line items charged to the grant, ask is this expense associated with carrying out direct services of the program?

ALLOWABLE COSTS (NOT EXHAUSTIVE LIST):

Staff Salaries: must relate directly to the execution of proposed domestic violence services.

Fringe Benefits: allowable under this grant include FICA, unemployment insurance, health insurance, hospital, life insurance and retirement.

Travel: total amount of travel and per diem charged to the grant funds must not exceed 10% of the total grant.

Mileage – reimbursed up to current state rate on organization business.

Registration Fees – not to exceed \$200 per person per conference or workshop unless prior approval given by the assigned Grant Administrator or Region Director.

Meals – incurred on organization business reimbursed in accordance with state rates.

Room Charges – for organization business reimbursement at actual or up to current in-state rates (not including taxes).

Out-of-State Travel – must have prior approval by the assigned grants administrator and are reimbursed in accordance with state rates.

ALLOWABLE COSTS (NOT EXHAUSTIVE LIST):

Operating Expenses:

- Rent of office or shelter space
- Utilities for office or shelter
- Expendable supplies and materials
- Equipment (i.e. printers, copiers, fax machine)
- Postage
- Communications (i.e. telephone, pager, etc.)
- Education (i.e. videos, books, training costs)
- Printing of publications
- Emergency shelter costs (motel, hotel)
- Client costs (i.e. food, transportation, medications & other financial assistance)
- Professional services

ALLOWABLE COSTS (NOT EXHAUSTIVE LIST):

Repairs & Maintenance of Agency Owned Property

Can be charged to grant only when the Grantee owns or is purchasing the property.

Insurance Fees/Bonding

Are allowable -- i.e. fire, theft, property, personal liability insurance policies and bonding for persons handling funds.

Audit:

Are only allowable if the agency receives \$500,000 or more in state funds and/or federal pass-through funds and has prior approval from the assigned grants administrator.

Volunteer Expenses:

Service related expense reimbursement, training cost and volunteer appreciation costs.

UNALLOWABLE COSTS (NOT EXHAUSTED LIST):

Grant funds shall not be used for the following purposes:

- Petty cash
- Loans, mortgage payments, property taxes
- Entertainment costs, food for staff or board meetings, social activities, alcoholic beverages, flowers
- Debt payments, fines or penalties
- All costs associated with lobbying or activities designed to influence legislators or public officials to support or vote against specific legislation
- Construction of new property or addition, remodeling or other capital improvements
- Costs of tickets, prizes, dinners, or other fundraising expenses
- Parking fees or fines
- Use of any grant funds to supplant any other federal, state, or local funds
- Costs of consultants (unless assigned grants administrator gives prior approval);

Any costs not shown in allowable costs nor itemized in this section may be considered unallowable, please verify with your assigned grants administrator.

MATCH REQUIREMENTS

Programs applying for these funds must match state appropriated funds (not marriage license fees). The match requirement is designed to encourage program sustainability by diversifying the funding base and gaining local support.

The match must be generated locally and represent a minimum of 20% of the total award (Ex. If the total grant award is \$10,000, a \$2,000 match is required). The source of the match must be specified in the grant application/agreement.

ADMINISTRATIVE & ORGANIZATIONAL POLICIES

Each Grantee must have the following written policies **prior** to receiving NC CFW funding:

- ❖ Conflict of Interest Policy
- ❖ Non-Discrimination Policy
- ❖ Organizational Code of Conduct Policy
- ❖ Internal Controls Policy
- ❖ Whistleblower Policy
- ❖ Personnel Policy

BOARD OF DIRECTORS

All not-for-profit grantees must be governed by a Board of Directors with members who represent the demographic profile of the community, as well as businesses, government services, legal, educational, religious, and other systems. An **advisory committee** is strongly recommended for all other entities.

The following committees are **mandatory**:

- ❖ Finance Committee;
- ❖ Human Resources Planning/Personnel Committee; and
- ❖ Resource Development/Fundraising Committee.
- ❖ Public Relations/Marketing and Strategic Planning Committees of the Board are recommended.
 - Grantees shall have a board approved strategic plan on file for review by the Council.
- ❖ Grantees shall have a corporate notebook, containing approved board meeting minutes for three years. The notebook must also contain the last three year's 990 forms, the program's bylaws and the agency's 501(c) 3 letter (if applicable).

Please contact your NC CFW Region Office for Board Training availability.

INDEMNITY/LIABILITY INSURANCE/ BONDING

- ❖ Must provide and maintain adequate insurance coverage.
- ❖ Maintain fire, theft, property and personal liability insurance.
- ❖ Persons having access to financial resources shall have the necessary and appropriate insurance to cover theft and fraud.
- ❖ Domestic violence shelters should have appropriate insurance to cover building and/or clients in the event of accidents or loss.
- ❖ Boards should consider Officers and Directors insurance for their own protection.
- ❖ Grantee should maintain automobile insurance for all vehicles used in the performance of the grant.

GRANT APPLICATION

- ❖ Must apply annually to the NC CFW for funding.
- ❖ Must submit the appropriate grant application along with the specified number of copies to the assigned grants administrator and region director.

GRANT AWARD

- ❖ Grantees will receive an initial grant award announcement from the NC CFW. The funding cycle for the domestic violence funds is July 1st – June 30th.
- ❖ Grantees must complete the grant award agreement and return two (2) signed originals to the assigned grants administrator.
- ❖ Funds cannot be released to Grantees until the funds are appropriated by the General Assembly and the grant award agreement is fully executed.
- ❖ All payments to Grantees are contingent upon fund availability.
- ❖ Sub-grantees must provide all information necessary to ensure the program complies with the standards, responsibilities, and obligations of the grantee.
- ❖ Grantees should have three months of operating funds on hand, demonstrating that the state funds will be supplemental.

CHECK SIGNATURES/ ACCOUNTING

- ❖ Grantees must have two signatures on checks over \$500. (Recommended signatures are a Board member and staff, not two staff)
- ❖ The use of debit cards is discouraged.
- ❖ Accounting records shall be supported by source documentation, such as canceled checks, paid bills, payrolls, time and attendance records, contract and sub-grant award documents, etc.
- ❖ Records shall be kept for five years after audit.

CONTROLS

Budget Control

- ❖ Actual expenditures or outlays from state grant funds shall not exceed the budgeted amounts for each line item or for the total grant.

Internal Control

- ❖ Written internal control and accountability shall be in place to maintain the integrity of all grant cash, real and personal property, and other assets.
- ❖ All property shall be used for authorized purposes only

Equipment Inventory

- ❖ Safeguard all purchases and assure that they are used solely for authorized purposes.
- ❖ Maintain an equipment record and inventory control for all fixed assets, equipment purchases or donations.
- ❖ Equipment records shall also indicate discarded or disposed of equipment or trade-ins.

Liquidation of Obligations

- ❖ Grantee shall settle all obligations incurred under the grant award agreement no later than 90 days after the end of the funding period.

NC CFW REVERSIONS

- ❖ **Grant funds are issued on a quarterly basis to grantees.** In an effort to deter multiple reversions of the state issued grant funds, NC CFW has implemented the following guideline:
- ❖ When a grantee has monetary reversions over two consecutive grant cycles of more than \$2000, or 10% of the total grant award (whichever is the higher amount) that grantee will be assessed by the NC CFW to evaluate the grantee's ability to expend any future state issued grant funds. Such assessment may result in non-issuance of any future NC CFW grant funds.
- ❖ **Domestic Violence example:** A domestic violence grantee receives a grant award in the amount of \$45,000 during the grant cycle (July 1-September 30) for each contract awarded. If grantee reverts more than \$2,000 or \$4,500 of the \$45,000 issued during FY12-13 and FY13-14, an assessment will be conducted by NC CFW.

NC CFW REVERSIONS

- ❖ The same reversion guideline applies to Marriage License Fees and Divorce Filing Fees issued during the grant cycle.
- ❖ Domestic violence grantees also receive an equal share of the “anticipated” marriage license fees and “anticipated” divorce filing fees during the grant cycle (July 1 - September 30). The quarterly issuance of fees will always be uncertain due to the way the funds are generated and issued via the (AOC).
- ❖ NC CFW does not benefit from any reversions and does not have the ability to re-assign or re-issue reverted funds.
- ❖ Reverted funds are applied to the State’s general fund and are not accessible by NC CFW.

REPORTING REQUIREMENTS

Failure to comply with all reporting requirements will result in the withholding of grant funds. Failure to comply with reporting requirements can also lead to the termination of the grant contract and suspension of grant funds.

Monthly Expenditure Reports

- ❖ Submit a monthly report to the assigned grants administrator and assigned Region Office by the fifteenth of each month.
- ❖ Monthly report must reflect the previous month's activities (ex. The November report is submitted in December.)
- ❖ Must include the following: budget, actual expenses for the month, year to date expenditures and the remaining balance.
- ❖ Attach a completed supporting documentation form to the report.
- ❖ The Executive Director and the preparer of the report sign and submit it.
- ❖ Copies of all supporting documents must be attached to this form.

CLIENT SERVICE REPORTS

- ❖ Must submit the semi-annual statistical report by e-mail to the NC CFW Research Assistant and assigned Region Director on **January 20th and July 20th**.
- ❖ Must ensure the age, gender and race columns equal the number of clients served.
- ❖ Grantees that serve multiple counties must submit a separate report for clients served in each county for which NC CFW funding is awarded.
- ❖ Grantees and the general public can access the completed Domestic Violence client service report on the NC CFW website;
www.councilforwomen.nc.gov

NC GRANTS

Office of State Budget Management (NC Grants)

- ❖ Grantee must use the NC Grants online system to complete and submit Office of State Budget Management reports (www.ncgrants.gov).
 - **Level 1 Reporting Requirements:** Grantees that receive **less than \$25,000**.
 - **Level 2 Reporting Requirements:** Grantees that receive **at least \$25,000 but less than \$500,000** from the state of North Carolina and federal pass-through grants.
 - **Level 3 Reporting Requirements:** Grantees that **receive \$500,000 or more** from the state of North Carolina and federal pass-through grants.
- ❖ The forms are due within six (level 1 & 2)/nine months (level 3) of the Grantee fiscal year end. The Grantee must submit the forms to the Office State Budget Management online through the NC Grants.

REQUIRED DV PROGRAM BASIC SERVICES

- ❖ **Office Location:** Grantee shall operate an office located within the county for which funding is requested that is open Monday – Friday during normal business hours and is accessible to clients. The office cannot be located in a residence.
- ❖ **Service Requirements:** Services cannot be denied based on a client's immigration status, age, disability, gender identity or expression, race, creed, sexual and/or religious orientation or national origin.
- ❖ **Hotline Services:** Grantee shall maintain a confidential crisis telephone line that operates twenty-four (24) hours a day, seven (7) days a week.

PROGRAM SERVICES

- ❖ Answering Service: if an answering service is utilized, a trained advocate must be able to safely connect with the caller within a maximum of one hour.
- ❖ Business line, voice mail system shall provide callers with the ability to directly connect to a trained advocate.
- ❖ Grantees are encouraged to utilize the services of the Language Line (1-877-886-3885) in order to accept and assist foreign language callers.
- ❖ Crisis Intervention & Referral Services: provide crisis intervention services to clients by telephone, computer and/or in person.
- ❖ Grantee must have access to local community resources information to provide to clients.
- ❖ Transportation Services: provide or coordinate with other community transportation services, if available, to provide clients transportation to access needed services.

SHELTER SERVICES

- ❖ Grantee shall provide or coordinate emergency shelter for clients and their families who are fleeing violence.
- ❖ Shelters shall have a written intake process, including procedures for ensuring safety for victims with mental or physical health concerns, male children or those with substance abuse issues.
- ❖ Intake process shall determine the need for mental health care services.
- ❖ Staff or volunteers shall be on site at the shelter **at all times** when the shelter is occupied.
- ❖ The shelter services shall provide the basic needs of the clients including: safety, food and hygiene products.
- ❖ The shelter should provide lockable storage for each family for protection and private accessibility of medication and other valuables.
- ❖ Shelter residents shall be offered complimentary services which may be available through the program, such as advocacy, peer or professional counseling, or court accompaniment.

SHELTER SERVICES

- ❖ The shelter should be located in an undisclosed location or in a facility which offers enhanced security, such as an alarm system.
- ❖ Safety assessment shall be provided to all clients entering the shelter within the first 48 hours to determine the need for a safety plan before they exit the shelter.
- ❖ Shelter beds should not be reserved for “in-county” residents.
- ❖ When feasible, shelters should prioritize families in imminent danger.
- ❖ Any time that a family is not accepted into shelter because of lack of space, the Grantee is required to assist the family with locating alternate safe shelter and to safely maintain contact until a viable alternative is located. All shelter services are provided to all offsite victims. Agencies cannot deny services to underage males.
- ❖ Shelter services may not be denied based on whether or not an individual sought a protective order or other legal remedy.
- ❖ Criminal background checks, drug and alcohol testing are not appropriate for victims seeking emergency crisis services and shall not be performed or used as criteria for admission to a crisis shelter.

ADVOCACY & SUPPORTIVE SERVICES

- ❖ Lethality Assessment and Safety Plan: Safety must be the number one priority for all Grantees serving victims, who are frequently at high risk of being stalked. *Examples of Safety Plans and Lethality Assessments are available on NC CFW's website.*
- ❖ Hotline – Callers to the hotline should also receive information on safety planning.
- ❖ Grantees should use *The North Carolina Domestic Violence & Safety Assault Program Toolkit*, *University of North Carolina at Chapel Hill, Martin, S.L., & Macy, R.J. (June 2011)*
- ❖ Court Advocacy: Grantee shall assure the availability of individual and court advocacy, individual and group support services for both sheltered and non-sheltered victims and when appropriate, for their children.
- ❖ Victim Advocacy includes housing, food stamps, medical assistance, substance abuse referrals, health care services, children and teen services, etc.

ADVOCACY & SUPPORT SERVICES

- ❖ Victims Support Groups: When a support group is offered, clients must be able to access that service within a maximum of 4 weeks of making a request. The curriculum should focus on domestic violence education, safety and empowerment.
- ❖ Support group facilitators shall have adequate training and experience, and their credentials should be reviewed by the agency prior to the beginning of their work with the support group.
- ❖ In cases where clients receive counseling, the Grantee shall either use a licensed professional on staff to provide the counseling or refer the client to a licensed professional in the community.
- ❖ Support group facilitators shall be equipped to provide information to group attendees about other resources available through the agency, as well as local emergency services.
- ❖ Serving victims with mental health and substance abuse issues: It is very important for organizations to offer flexibility to clients with mental illness and to take the illness into account when determining service plans, assigning chores or planning other activities.

SERVING VICTIMS WITH ISSUES

- ❖ Grantee should not discriminate against clients who choose not to receive treatment but should balance the survivor's needs with the safety issues regarding other clients and staff and continue to assist the survivor at every level possible.
- ❖ Education on substance abuse: Referrals to substance abuse service providers with experience helping domestic violence survivors. Referrals to Alcoholics Anonymous, Narcotics Anonymous or Adult Children of Alcoholics.
- ❖ Serving Victims with Disabilities: The agency shall follow the Fundamental Elements of Accessibility in providing services.

CULTURAL SENSITIVITY

The Grantee should continually research demographic information to stay informed about members of its various communities. It is important that advocates be trained about all age, racial, ethnic and cultural groups in their service area as well as more general issues such as sexual orientation, discrimination, stereotyping and exploring personal prejudices.

CONFIDENTIALITY

Victims have the right to complete confidentiality.

- ❖ Anyone who works with a victim, enters a building shelter where victims may be staying or receiving services should sign a confidentiality agreement.
- ❖ For safety and ethical reasons, when a client or former client is observed in the community, it is inappropriate and perhaps even dangerous to acknowledge or speak to that individual unless approached.
- ❖ By law victims also have a privilege to refuse to disclose and to prevent any person from disclosing confidential communications they have shared with a victim counselor, an advocate, a volunteer or anyone else working with them who has received the required 20 hours of domestic violence training.

COMMUNITY EDUCATION

To be eligible to receive funds a domestic violence center must meet the following requirements:

- ❖ Offer community education programs
 - Community education programs should be geared to address the diversity of the population served in your community.
 - Offer community education training programs to disability-related service providers, including independent living centers, longer term care facilities and faith communities, on recognizing the symptoms of abuse and the characteristics of potential batterers.
- ❖ Provide the community information on: the dynamics of domestic violence, the importance of supporting efforts to reduce it, and how to prevent domestic violence.
- ❖ In order to end violence against women, training and education must be provided to enhance service delivery to and from all agencies and practitioners in the continuum of care.

COMMUNITY EDUCATION

- ❖ Provide professional training to groups and organizations about appropriate identification and response to domestic violence as well as prevention strategies.
- ❖ Print and electronic information including brochures, posters and website content etc., that outlines available program services and other community resources shall be available.
- ❖ Materials should be translated into the languages spoken by the local population.
- ❖ Programs should also be targeted to providers of underserved populations that experience violence at a rate higher than the normal population, i.e. women of color, people with disabilities, etc.
- ❖ It shall fulfill other criteria established by the Department of Administration

STAFF TRAINING

Staff shall receive training to perform their duties.

- ❖ All direct service providers must have a minimum of 20 hours of subject specific training prior to providing any services for clients.
- ❖ Hotline staff /volunteers must receive a minimum of 20 hours of training on specific duties.
- ❖ All employees/volunteers providing direct services should receive 20 hours of training annually.
- ❖ NCCADV provides free webinars and low cost training for members as well as the Battered Women's Justice Program, NC Victim Assistance Network, Office on Violence Against Woman among many others sources.

STAFF TRAINING

- ❖ Each staff member's supervisor should work with them to develop an annual staff development plan, which is kept on record at the program offices.
- ❖ Training requirements may be met by providing the Region Director with Certificates of Attendance issued to the attendee by the provider of the training which include the topic of the training and the number of hours.
- ❖ Agencies that operate both domestic violence and sexual assault programs should cross train staff to enable them to respond to an emergency situation regarding either issue.

SERVICES PROGRAM FEES

Program Fees for Victim Services

- ❖ Grantee shall provide all services free of charge when possible.
- ❖ If a Grantee chooses to charge fees for some services, such as counseling or transitional housing, they shall develop sliding scale fees for those able to pay.
- ❖ Services shall never be denied based on ability to pay.
- ❖ Grantee shall not charge any fees to shelter clients.
- ❖ Interpreters: The use of interpreters may be needed at times in order to effectively deliver services to non-English speaking clients; however, children shall not be used as interpreters.
- ❖ Grantee should utilize the services of the Language Line (1-877-886-3885) in order to accept and assist non-English speaking clients.

COMMUNICATION ACCESS SUPPORT

- ❖ Sign language interpreting service and spoken (foreign) language interpreting service.
- ❖ The use of sign language or spoken (foreign) language interpreters may be needed at times in order to effectively deliver services to non-English speaking clients; including individuals who are Deaf, Deaf-Blind or Hard of Hearing that communicate using sign language.
- ❖ In North Carolina, sign language interpreters are required to be licensed. (G.S. 90D)
- ❖ It is recommended the program utilize the *Sign Language Interpreter Directory*.

RESOURCE WEBSITES

Funding Administrator

- ❖ North Carolina Council for Women

www.councilforwomen.nc.gov

<http://www.councilforwomen.nc.gov/listservs.aspx>

Statewide Advocacy Organizations/Training and Technical Assistance

- ❖ North Carolina Coalition Against Domestic Violence

www.nccadv.org

- ❖ North Carolina Coalition Against Sexual Assault

www.nccasa.org

- ❖ North Carolina Victim Assistance Network

www.nc-van.org

RESOURCE WEBSITES

State Government Resources

- ❖ Governor's Crime Commission/Department of Public Safety - www.dps.nc.gov
- ❖ North Carolina Administrative Code - <http://reports.oah.state.nc.us/ncac.asp>
- ❖ North Carolina Department of Public Instruction - <http://www.ncpublicschool.org>
- ❖ North Carolina General Statutes - <http://www.ncleg.net/gascripts/Statutes/StatutesTOC.pl>
- ❖ North Carolina Office of State Budget Management - <http://www.ncgrants.gov>
- ❖ North Carolina Division of Aging and Adult Services - <http://www.ncdhhs.gov/aging>
- ❖ North Carolina Division of Services for the Deaf and Hard of Hearing
www.ncdhhs.gov/dsdhh/directories.htm

RESOURCE WEBSITES

Federal Government Resources

Office of Management & Budget

<http://www.whitehouse.gov/omb/>

Office on Violence Against Women / US Department of Justice

<http://www.ovw.usdoj.gov/>

- Emergency Solutions Grants (ESG) may provide funding in your community to support housing solutions for individuals fleeing or attempting to flee domestic violence.
<https://www.onecpd.info/esg/>

National Advocacy Organizations/Training and Technical Assistance

Battered Women's Justice Program

<http://www.bwjp.org/>

A LIVING DOCUMENT

- The Domestic Violence Program Guidelines are intended to be a living document; changes will occur over time as information about the state grant program is updated.
- Domestic Violence program grantees are encouraged to contact the assigned Region Director or Grant Administrator for ongoing technical assistance, networking, support and advice.
- Questions or recommendations for updates to the Domestic Violence Guidelines are welcomed and should be sent via email to your NC CFW Region Director. Staff contact information is available on the NC CFW website.