

AGENCY ORGANIZATIONAL OVERVIEW 2021



NORTH CAROLINA WILDLIFE RESOURCES COMMISSION

N.C. Wildlife Resources Commission Agency Organizational Overview 2021

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N.C. WILDLIFE RESOURCES COMMISSION

The N.C. Wildlife Resources Commission (NCWRC) is the state government agency created by the General Assembly in 1947 to conserve and sustain the state’s fish and wildlife resources through research, scientific management, wise use and public input. The NCWRC is the regulatory agency responsible for the enforcement of North Carolina’s fishing, hunting, trapping and boating laws.

The sale of hunting and fishing licenses, federal grants and other receipts provides financial support of the agency. The agency has an operational budget of approximately \$85 million and employs approximately 650 full-time staff and 100 seasonal temporary staff across the state, including wildlife and fisheries biologists and technicians, wildlife law enforcement officers, wildlife educators, communication specialists, and customer service, information technology and administrative professionals.

Mission

To conserve North Carolina's wildlife resources and their habitats and provide programs and opportunities that allow hunters, anglers, boaters and other outdoor enthusiasts to enjoy wildlife-associated recreation.

Commissioners

The commissioners are 19 representatives from across the state who help create and maintain laws and regulations governing hunting, fishing and boating activities in North Carolina. Members serve until reappointed or replaced.

The Governor appoints nine district commissioners to serve 6-year terms and two at-large commissioners to serve 2-year terms. The N.C. General Assembly appoints eight commissioners to serve 2-year terms; four upon the recommendation of the President Pro Tempore of the Senate and four upon the recommendation of the Speaker of the House.

Commissioners must:

- Ensure the Agency Purpose is followed, as derived from enabling legislation in 1947 (G.S. 143---230), “to develop and administer programs directed to the conservation of fish and wildlife resources and their habitats.”
- Follow the guidance of the agency's Strategic Plan in the conduct and development of programs and activities for the purpose as stated in its mission.
- Function as a trustee of North Carolina's wildlife resources public trust.
- Uphold the following legal obligations:
 - Open Meetings Law.
 - Rulemaking.
 - Rules Review Commission.
 - Administrative Procedures Act.



Sportsmen and Women in North Carolina: An Economic Powerhouse

3.5 MILLION

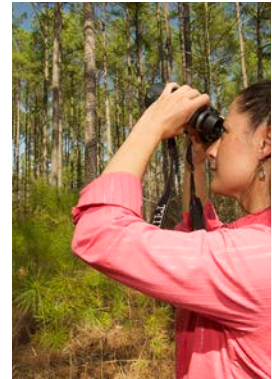
people enjoyed wildlife-related recreation in N.C. in 2011

- 1.5 million anglers and 335,000 hunters spent approximately \$2.1 billion in N.C.
- 2.4 million wildlife-watchers spent an additional \$930 million in N.C.

Collectively, those sportsmen and women had a

\$2.9 BILLION

positive impact on North Carolina's economy!



	Salaries/Wages	Jobs	State/Local Taxes
Hunters contributed	\$317,739,003	9,376	\$71,549,105
Anglers contributed	\$899,667,218	25,712	\$177,290,388
Totals	\$1,217,406,221	35,088	\$248,839,493

Source: "America's Sporting Heritage: Fueling the American Economy" report produced by Congressional Sportsmen's Foundation, using the results from the U.S. Fish & Wildlife Service's "2011 National Survey of Fishing Hunting and Wildlife-Associated Recreation".

1,422,846

total active hunting & fishing licenses as of 6/30/2021

Boating in North Carolina

- \$984,100,445 spent on new powerboats, outboard engines, trailers and accessories in 2019.
- 335,862 boating registrations and titles as of 6/30/2021.



How North Carolina Ranks in the Nation

- No. 4 in recreational boats, trailers and accessories sold.
- No. 7 in number of hunting and fishing participants.
- No. 10 in the boating registrations and titles.
- No. 10 in non-resident hunters.
- No. 11 in the amount of spending on hunting and fishing.
- No. 11 in hunting and fishing salaries and wages.
- No. 11 in amount of local and state taxes paid by hunters and anglers.
- No. 13 in number of jobs created and supported.

Sources: "2019 Recreational Boating Statistical Abstract" report from National Marine Manufacturers Association Congressional Sportsmen's Foundation; "Hunting in America: An Economic Force for Conservation", the National Shooting Sports Foundation in partnership with the Association of Fish and Wildlife Agencies, 2012.

Recent National Acclaim

Jordan Lake voted 8th Best Bass Lake by Bassmaster, 2020.



Director's Office staff work out of the agency's headquarters on NC State University's Centennial Campus. The office is located at 1751 Varsity Drive in Raleigh, NC.

THE DIRECTOR'S OFFICE

The NCWRC divisions and offices are managed by the Executive Director and three Deputy Directors: Chief Deputy Director, Deputy Director of Constituent Support and Engagement and Deputy Director of Operations and Infrastructure.

The Executive Director works collaboratively with the 19-member Board of Commissioners and manages:

- Deputy directors.
- Human resources.
- Internal auditor.
- Legal services.
- Legislative affairs.

The Chief Deputy Director oversees the following Conservation Programs:

- Agency research.
- Genomics.
- Habitat conservation.
- Inland fisheries.
- Law enforcement.
- Wildlife management.

The Deputy Director of Constituent Support and Engagement oversees:

- Communications, marketing and digital engagement.
- Conservation policy and analysis.
- Customer support services.
- Wildlife education.
- Wildlife interaction and regulated activities permits.

The Deputy Director of Operations and Infrastructure oversees:

- Engineering.
- Financial services.
- Health and safety.
- Information technology.
- Land and water access.

Human Resources

Human resources is responsible for providing a full range of programs and services to NCWRC management and employees. These programs and services include position management, salary administration, employee relations, personnel policy compliance, staff development and training, benefits, recruitment and retention, performance management, workers' compensation and safety programs. The human resources staff help develop and implement a variety of policies and procedures to ensure a satisfied and engaged workforce in a modern, safe and supportive work environment inclusive to all. Staff are also responsible for advocating for the ethical and equitable treatment of employees.

Internal Auditor

The internal auditor provides the NCWRC with independent and objective assurance and consulting services. Together, with the agency's Finance, Audit and Compliance Committee and senior management, the internal auditor facilitates the development of the risk-based audit plan and performs the audits contained in the plan. The internal auditor is a standing member of the NCWRC's Safety Committee.

Legal Services

By agreement, the NCWRC is represented by two N.C. Department of Justice (DOJ) attorneys. The primary responsibilities of the legal team are to represent the NCWRC in litigation and provide legal advice to the Board of Commissioners and the agency.

The NCWRC's unique arrangement with the DOJ allows the attorneys to work in-house at the agency's headquarters in Raleigh. This allows the DOJ attorneys to be more familiar with the agency's day-to-day operations and regularly available to provide legal advice to senior staff, review agency agreements and contracts, teach legal updates to wildlife enforcement officers and recruits, review and redact public record requests and advise on rule development, including attending Rules Review Commission meetings as needed.

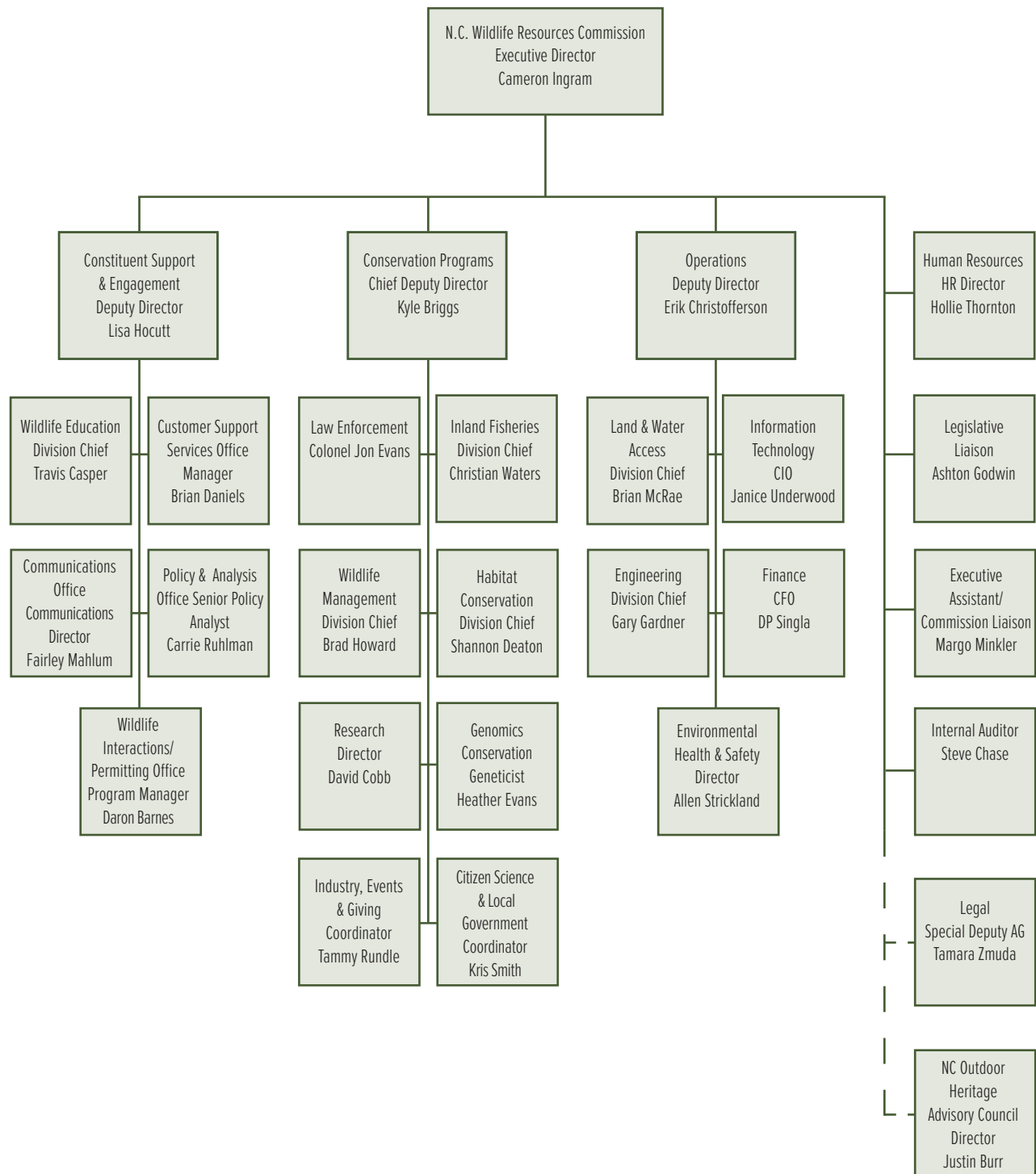
Legislative Affairs

The legislative affairs' staff help to determine the agency's legislative agenda, and incorporating information and direction from the Executive Director on all legislative policies and activities. Staff research information and assemble facts to determine agency position, response and information campaigns.

The legislative affairs' staff also cultivate and maintain constructive relationships with legislators and others to effectively promote the mission of the NCWRC. They work to influence legislation that affects the agency through various means including educating and communicating the agency's position with legislators and lobbying for support, especially in opposition to legislation seen as contrary to agency position, mission, goals and constituency interests.



N.C. Wildlife Resources Commission Organization Chart



CONSERVATION PROGRAMS





Longleaf pine forest on the Sandhills Game Land.

HABITAT CONSERVATION DIVISION

Habitat conservation is a key element for aquatic and terrestrial resource management. North Carolina is the ninth largest state in the United States, has the sixth largest state population gain over the last 10 years and has experienced significant land use changes as a result of this growth. With this increased development and changing landscape, the available wildlife habitat is also in decline as we maneuver coexisting with wildlife.

The NCWRC is charged with protecting, managing and conserving aquatic, wetland and upland habitats for the benefit of fish and wildlife populations. The Habitat Conservation Division strives to identify proactive ways to conserve wildlife, habitat and other valuable natural resources as communities continue to grow.

Regional Coordinators

Our coordinators share tools and provide recommendations to incorporate species and habitat conservation measures during project scoping, planning and implementation of projects ranging from one year to 50 years. They collaborate with agency biologists, developers and state and federal permitting agencies on thousands of projects each year and are the link between biological information and development projects. They serve as the agency's primary contacts for proposed project review and commenting.

By providing assistance on how scientific and biological information/data are applied, the coordinators aid in identifying alternatives to enhance wildlife conservation, and offer methods to avoid, minimize or mitigate for any expected impacts. They also provide technical guidance on restoring degraded habitats to levels that can support diverse fish and wildlife communities and avoid non-native and invasive species.

Green Growth Toolbox

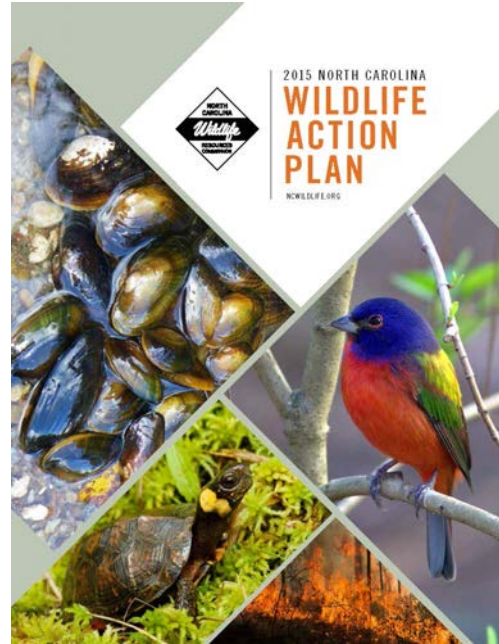
The agency's Green Growth Toolbox (GGT) initiative is a non-regulatory technical assistance tool for communities, local governments and developers that provides guidance, maps and case studies for conservation of priority wildlife habitats, such as wildlife corridors. GGT can be used in local land use planning, policymaking and landscape design, including aesthetically pleasing neighborhoods and living spaces. Additionally, the initiative provides Partners for Green Growth grant opportunities to help municipalities implement GGT measures.



Surry County employees review detailed habitat and natural resources maps for local planning and development.

N.C. Wildlife Action Plan

The N.C. Wildlife Action Plan is a comprehensive management tool with more than 150 partner organizations to help conserve and enhance the state's full array of fish and wildlife species and their habitats. This tool includes maintaining and tracking conservation efforts for nearly 500 Species of Greatest Conservation Need including birds, mammals, reptiles, amphibians, fish, mollusks and crustaceans. The Plan must be updated and revised every 10 years to ensure it continues to be a comprehensive wildlife action plan directing the state's conservation actions and allowing the state to qualify for federal funds. The work poured into the Plan helps to develop and support partnerships, resources and tools that aid in the use of the Plan.



Wildlife Friendly Development Certification Program

The Wildlife Friendly Development Certification Program is a smart-growth collaborative that implements habitat strategies outlined in the N.C. Wildlife Action Plan and aspects of green building standards. It benefits wildlife by protecting existing habitats on site that provide food, water, cover and places to raise young, which are the four components of suitable wildlife habitat. Certification recognizes residential land developers who promote the conservation of wildlife habitat and use environmentally sound construction practices. The program also allows potential home buyers to be confident that a Certified Wildlife Friendly Development helps protect wildlife resources and their habitats and encourages sustainable development.





Fisheries biologists electrofish for striped bass and shad on the Neuse River during spring sampling.

INLAND FISHERIES DIVISION

The Inland Fisheries Division manages, conserves, enhances and restores the freshwater public trust aquatic resources in North Carolina. Inland Fisheries maintains an active research, survey and monitoring program to collect data essential to inform the development and implementation of science-based conservation and management actions.

In addition, Inland Fisheries provides technical assistance on fisheries-related issues to other government agencies, non-governmental organizations and the public. The division also collaborates on and funds projects with universities and partners to address management questions and needs that require more intensive effort.

The division's staff are organized into three areas of focus: Fisheries Management, Aquatic Wildlife Diversity and Fish Production.

Fisheries Management

The fisheries management team conducts research and surveys and monitors data for sport fish species; surveys anglers to assess catch and harvest rates, economic contributions and opinions; implements fish population management efforts; recommends fishing regulation changes to conserve sport fish species and provides diverse fishing experiences; enhances fisheries habitats by deploying artificial structures, planting native aquatic vegetation, installing spawning and nursery habitat and providing fish passage; educates the public on the values of fishing and conserving aquatic resources; and enhances fishing opportunities by providing access, often in conjunction with the Engineering and Land and Water Access divisions. Fisheries management staff consist of fisheries biologists and seasonal temporary employees organized by regions and districts.



District 1 Fisheries Biologist Katy Potoka “pumping rock” on the Roanoke River during the annual striped bass spring sampling season.

Aquatic Wildlife Diversity

Aquatic wildlife diversity staff conduct research, surveys, and monitoring to determine the conservation status of nongame fish, freshwater mussels, crayfish and aquatic snails; recommend regulation changes to conserve nongame aquatic species; work to recover listed species; and conserve, restore and protect aquatic habitats. The aquatic wildlife diversity team consists of aquatic wildlife diversity biologists and seasonal temporary employees organized into four regions based on river basin.



Western Region Aquatic Wildlife Diversity Coordinator Dr. Luke Etchison holds one of 99 sicklefin redhorse collected from the Little Tennessee River for egg retrieval and monitoring.

Fish Production

Fish production staff operate six fish hatcheries across the state, rearing a variety of warm, coolwater and coldwater sport fish species, nongame fishes, freshwater mussels and aquatic snails. Hatchery-raised fish and mussels are used for stocking into the public waters to augment and restore populations, enhance existing fisheries, provide new fishing opportunities and support research. Production staff include fisheries biologists and culturists and seasonal temporary employees.

INLAND FISHERIES **FACT SHEET**

Fish and aquatic species are conserved and managed in over 38,000 miles of streams and rivers and 250,000 acres of lakes and reservoirs.

Public Mountain Trout Waters

- Managed across 26 counties in western North Carolina and include approximately 5,300 miles and 2,600 acres.
- Over 30 Delayed Harvest Trout Waters and over 150 Hatchery Supported Trout Waters.

Community Fishing Program

- 61 small impoundments across the state cooperatively managed with local governments.
- These 61 impoundments are stocked with channel catfish monthly during the summer (a total of 114,000 stocked in 2020).
- 36 locations also stocked in November and December with brook, brown and rainbow trout (over 66,000 stocked in 2020).

Sport Fish Hatchery Production

- Six state fish hatcheries (three coldwater, one coolwater and two warmwater).
- In 2020, stocked over 1.15 million catchable brook, brown and rainbow trout (674,000 in Hatchery Supported Trout Waters and 402,000 in Delayed Harvest Trout Waters).
- In 2020, stocked 2.59 million warmwater and coolwater sport fish, including 862,792 striped bass in reservoirs, 260,585 striped bass in coastal rivers, 368,473 Bodie bass (hybrid striped bass), 2,210 muskellunge and 686,075 walleye.

In 2020, NCWRC fish hatchery staff stocked more than 3.74 million fish into the state's public, inland waters.



Aquatic Nongame Species

- 157 aquatic Species of Greatest Conservation Need (SGCN) designated in the N.C. Wildlife Action Plan.
- 14 of which are listed or proposed for listing as either Threatened or Endangered under the federal Endangered Species Act.
- Another 130 are listed as either Endangered, Threatened or Special Concern by the state of North Carolina.

Marion Conservation Aquaculture Center

- Worked with 31 of the 50 North Carolina native freshwater mussel species, three imperiled fish and one aquatic snail.
- Successfully propagated 17 of the 30 SGCN mussel species.
- Stocked over 171,000 mussels and over 2,000 fish since 2008.



Conservation Aquaculture Coordinator Rachael Hoch holds some of the few remaining Carolina heelsplitters in the state.

Sport Fish Economics

- 2017 Economic Study of Inland Recreational Fishing in North Carolina:
 - \$4,182,334,000 of total economic activity generated by inland fishing in North Carolina in 2017.
 - Aggregate Trip Expenditures (\$2,084,722,000); Aggregate Fixed/Durable Expenses (\$974,360,000); Indirect Economic Effect (\$596,119,000); and Induced Economic Effect (\$527,133,000).
- 2014 Mountain Trout Fishing: Economic Impacts on and Contributions to North Carolina's Economy:
 - Nearly 149,000 trout anglers fished approximately 1.6 million days in North Carolina in 2014.
 - \$383 million of estimated total contribution with 65% attributed to stocked fisheries.



In 2019 and 2020, wildlife law enforcement officers conducted nearly 16,500 boating checks to ensure boaters had the required safety equipment, registration and licenses if they were fishing, and if they were following other rules of the water.

LAW ENFORCEMENT DIVISION

The mission of the Law Enforcement Division is to conserve wildlife resources; promote safe, responsible boating; and provide public safety through both proactive law enforcement and the instruction of quality education.

All wildlife law enforcement officer recruits attend a 28-week basic school conducted by the Law Enforcement Division, which is accredited through the NC Criminal Justice Education and Training Standards Commission to deliver the NC Basic Law Enforcement Training Program. This program is the same law enforcement training all certified law enforcement officers in North Carolina receive. Upon completion of the Basic School, graduates are placed with an experienced wildlife law enforcement officer for six months of field training.

The Law Enforcement Division is made up of over 200 professionals. The sworn wildlife law enforcement officers have full arrest authority for state and federal violations.

Protecting Wildlife and Wild Spaces

Officers play a critical role in both enforcement and conservation. They enforce rules, regulations and statutes established by the NCWRC and the N.C. General Assembly that involve hunting, fishing, trapping and boating. Officers enforce state hunting laws on lands both publicly and privately owned. Officers have full law enforcement jurisdiction over public trust properties accounting for over 2 million acres statewide. The Law Enforcement Division is the sole agency charged with enforcing the boating laws and regulations on North Carolina waters.

Public Safety and Education

Officers provide public safety and educate the public in many ways. Officers investigate hunting and boating incidents, serve as public educators by conducting statewide boater and hunter education safety programs, and participate in public safety campaigns to raise awareness of being safe while using the state's resources while hunting, fishing, trapping or boating. The division works closely with the North Carolina Emergency Operations Center (EOC) during natural and manmade disasters, providing enhanced public safety response for affected areas and citizens. The Law Enforcement Division supports our state, counties and cities with requests from EOC.

Ready to Respond

The division's 24-hour telecommunications center receives calls from the public and dispatches wildlife officers across nine districts, which consist of nine to 13 counties per district. Each district has an enforcement command staff of a captain, lieutenant and four sergeants responsible for four patrol areas with three to five wildlife officers. Typically, one to two wildlife officers are stationed in each county.



Wildlife law enforcement officers assist local residents after the catastrophic flooding brought by Hurricane Florence in 2018.



"On the Road, On the Water, Don't Drink and Drive" is an annual campaign that works to reduce alcohol-related accidents on roadways and waterways. The campaign is coordinated by the NCWRC and the NC State Highway Patrol, and supported by local police and sheriff's offices, along with Mothers Against Drunk Driving NC.

LAW ENFORCEMENT BY THE NUMBERS

The impact of wildlife law enforcement officers and their dedication to their mission is clear in the data below.

		2019	2020 (COVID)
Checks	Hunters	37,304	20,603
	Anglers	42,156	24,412
	Trappers	162	157
	Boats	10,049	6,572
Citations	Hunting	2,853	2,412
	Game Lands	993	1,126
	Fishing	2,901	2,149
	Boating	2,918	2,670
	BWI*	215	268
	Access Area	336	434
	Trapping	75	54
	non-NCWRC	980	1,097
Warnings	Hunting	746	446
	Game Lands	389	407
	Fishing	1,388	890
	Boating	4,613	3,114
	Access Area	352	552
	Trapping	24	8
Pre-Launch Boat Safety Checks		2,530	110
Incident Investigation		104	179
Boats Registered		378,937	389,770
Hunter Education Courses		862	353
Internet Field Days		154	43
Boat Education Students	Classroom	1,989	185
	Internet	16,634	24,940
Hunter Safety Students		12,529	3,987
Fishing Program Students		2,131	4
Live Fire Students		2,673	543
Internet Field Trip Students		2,090	336
WILDTIP Rewards		\$4,326	\$11,479

*BWI - Boating While Intoxicated



Chris Kreh, Wildlife Management Division Assistant Chief (right) and David Moscicki, PhD student with NC State University, collect samples for disease testing from a bearded hen turkey as part of a cooperative research project with the National Wild Turkey Federation.

WILDLIFE MANAGEMENT DIVISION

The Wildlife Management Division’s mission is to conserve wildlife species and habitats and to develop, implement and facilitate sound wildlife management policies and programs to ensure the wise use of wildlife resources by North Carolina citizens.

Staff monitor the status of the state’s terrestrial game, nongame and furbearer species and assist in developing and evaluating North Carolina’s hunting and trapping regulations.

The division’s biological staff are organized into three areas of focus: Game and Furbearer Management, Wildlife Diversity and Operations Program.

Game and Furbearer Management

The Game and Furbearer Program develops, coordinates and evaluates essential survey and research programs for game and furbearer species with the goal of providing the best scientific information to further the management of each species. Survey and research activities are geared toward understanding population and harvest trends, as well as understanding hunter and trapper opinions. The Game and Furbearer Program's biologists have statewide species management responsibilities and are considered the subject matter experts for those species for the state.



Black Bear and Furbearer Biologist Colleen Olfenbuttel removes an upper premolar from a harvested bear as part of the Black Bear Cooperator Program.



Wildlife Technician Kabryn Mattison holds a mole kingsnake found during spring reptile surveys in the Coastal Plain.

Wildlife Diversity

The Wildlife Diversity Program conducts research and monitoring to determine the conservation status of nongame terrestrial wildlife and recommends regulation changes to conserve these species, with the goal of preventing species from becoming threatened and endangered and recovering listed species. This program also strives to conserve, restore and protect important terrestrial habitats. The Wildlife Diversity Program places an emphasis on Species of Greatest Conservation Need and priority habitats identified in the N.C. Wildlife Action Plan. The Wildlife Diversity Program staff are primarily located in either of two regions, eastern or western, depending on species focus. Members of the Wildlife Diversity Program are considered the subject matter experts for the species they work with.

Operations Program

The Operations Program provides the Wildlife Management Division the ability for ground-level, local interaction with constituents and landowners critical to the implementation of many of the division's wildlife management objectives and wildlife surveys. Additionally, Operations Program staff provide advice and guidance to anyone interested in managing his or her land to benefit wildlife or those individuals requiring on-site guidance to reduce wildlife/human conflicts. The Operations Program implements the Wildlife Conservation Lands Program, which focuses on assisting landowners in enrollment in a statewide property tax deferral program if they manage their lands for the benefit of wildlife according to program requirements. The Operations Program biologists are organized into three regions with three districts per region. Each region has one regional supervisor, and each district has one district biologist and one wildlife conservation biologist.



Wildlife Conservation Biologist John Isenhour assists a landowner with mixing seeds and calibrating a no till drill as part of a project to establish native species to improve wildlife habitat on privately owned land.

WILDLIFE MANAGEMENT STAFF IN THE FIELD

Wildlife Management biologists are the front line of scientific expertise about North Carolina's wildlife. They provide all the biological information needed to make regulatory and management decisions.

Monitoring Wildlife

Wildlife Management biologists actively conduct research to monitor wildlife populations, habitats and threats, such as disease. Monitoring efforts include:

- Wildlife population surveys.
- Hunter surveys.
- Hunter harvest reports.
- Citizen science projects.
- Disease surveillance (e.g., chronic wasting disease, avian influenza, west Nile virus, hemorrhagic disease, tick diseases).
- Research collaborations with universities such as NC State.
- Wildlife tagging and monitoring.



In order to estimate the size of the resident goose population, agency staff captured and banded nearly 3,000 Canada geese in June 2021.



As part of the agency's alligator monitoring efforts, Wildlife Management staff scan, insert an internal Passive Integrated Transponder tag, collect tissue samples, take body measurements and record GPS coordinates of alligators captured and released.

Wildlife Interaction

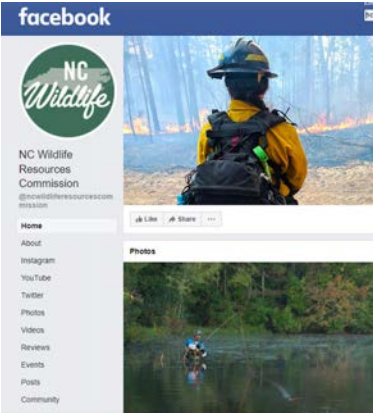
Wildlife Management staff advise the public on coexisting with wildlife by offering guidance in person or through prepared outreach information. Wildlife Management staff directly respond to wildlife-related emergencies such as wild animals in places that may present a safety issue to the animal or humans, injured wildlife and wildlife health situations. Here are just a few of the programs we manage:

- [BearWise®](#) - The largest coordinated educational effort in the United States for preventing conflicts with black bears. NCWRC wildlife management biologists have been pivotal in the development and growth of this program.
- [Community Deer Management Assistance Program](#) - Provides residential communities with targeted assistance to help reduce human-deer conflicts while preserving or improving herd health.
- NC Sea Turtle Hotline - Citizens are encouraged to call 252-241-7367 if they find a dead or injured sea turtle, which activates a coordinated response to protect threatened and endangered sea turtles on our coast.
- [NC Bird Atlas](#) - A collaborative effort that provides a powerful snapshot of all bird populations across the state, helping us understand how their numbers fluctuate over time.
- [NC Bear Cooperator Program](#) - Provides critical information about the age structure of North Carolina bear populations by working with hunters to collect bear teeth for laboratory analysis.
- [NABat](#) - A collaborative program that leverages multi-agency partnerships to effectively monitor bat population trends across North Carolina and the United States.
- [NC Beaver Management Assistance Program](#) - Prevents millions of dollars annually in lost revenue to timber and agricultural crops and repairs to road, rail and municipal infrastructure.
- [Wildlife Conservation Lands Program](#) - Provides a tax deferment for landowners who manage their property for protected species, priority wildlife habitat or as wildlife reserve land.
- Wood Duck and Mourning Dove Banding - North Carolina consistently ranks at the top among the Atlantic flyway states for wood duck and mourning dove banding — a significant contribution to the nationwide effort. North Carolina also winters more tundra swans than any other state in the country and leads the effort in population monitoring for this species during winter. These data directly impact how these species are regulated across the eastern United States.



A mourning dove is banded for a population study.

CONSTITUENT SUPPORT and ENGAGEMENT





Master Officer Matthew Lee, District 7, is interviewed at Operation Dry Water (ODW) on July 4th weekend at Lake Norman. The Communications, Marketing and Digital Engagement Office won the 2021 ODW Media Award for the event and media coverage from the National Association of State Boating Law Administrators.

COMMUNICATIONS, MARKETING AND DIGITAL ENGAGEMENT OFFICE

The Communications, Marketing and Digital Engagement Office works to share the mission of the agency in action through storytelling focused on the accomplishments, dedication and hard work of its staff across the state.

The diverse skillset of this office's staff provides the agency with a wide variety of options and ways to impart messaging designed to facilitate the conservation of the state's natural and wildlife resources, their habitats and the environment humans share with these resources. The office is responsible for all agency communications and marketing efforts and comprises five areas: Communications, Marketing, Digital Engagement, Graphics Design and *Wildlife in North Carolina* magazine.

Communications

Communications is responsible for all internal and external agency communications. This group works with every office and division to develop and implement custom communications plans for external communication of agency initiatives. Staff also build and maintain relationships with members of the media, provide media training and advise in crisis communication situations. In addition, they are responsible for all internal communication, keeping staff informed of initiatives taking place across the agency, creating content for a variety of outreach platforms, and aiding staff in video development, filming and production.

Marketing

Marketing provides targeted efforts to increase the agency's constituency base and develops marketing initiatives that work toward accomplishing the agency's mission. Marketing staff are responsible for developing and implementing digital marketing campaigns to generate revenue, segmenting our constituent data in a variety of ways to provide relevant content and better market to our current constituents. They spearhead the agency's online ad buys, search engine optimization/marketing and employment and use of pixels, geofencing and other digital-based marketing technologies. The marketing team also manages the agency's social media platforms, including YouTube, Facebook, Instagram, Twitter and LinkedIn, with a focus on telling the story of what our agency does.

Digital Engagement

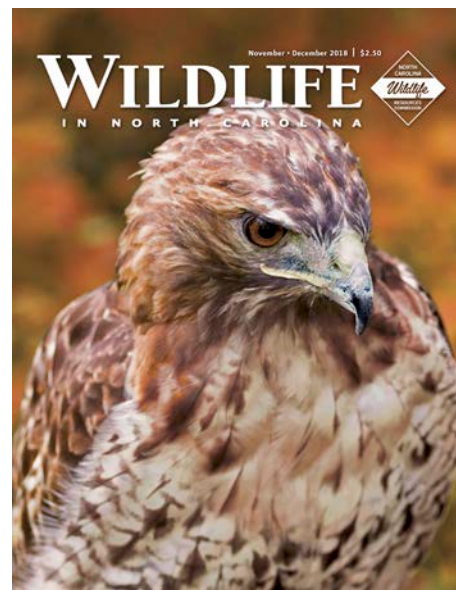
The Digital Engagement team works to update, improve and expand accessibility and mobile optimization of all the websites the agency manages.

Graphics Design

The Graphics Design staff provide the artist direction for the agency and split their time between working on agency projects and the agency's magazine.

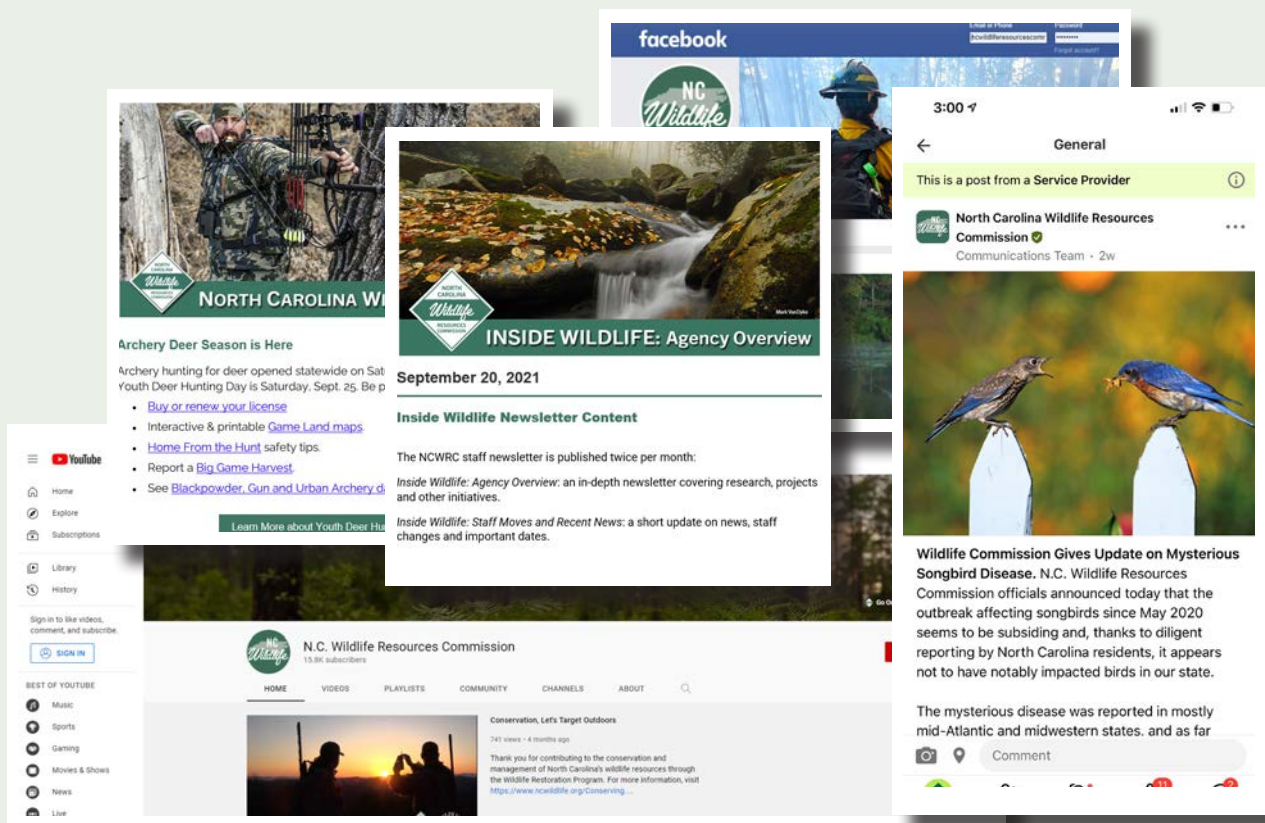
Wildlife in North Carolina Magazine

Wildlife in North Carolina is a subscription-based magazine published bi-monthly six times per year. Founded in 1937, the magazine pre-dates the establishment of the NCWRC. An editor and associate editor either write or coordinate the writing of feature stories and other magazine content. An agency photographer provides images for the magazine, as well as documents agency events and initiatives.



AGENCY OUTREACH

- *NC Wildlife Update* is an e-newsletter focused on agency news and seasonal updates relevant to constituents. It is emailed to more than 1.2 million subscribers monthly.
- *Inside Wildlife* is an internal e-newsletter written for staff and commissioners and emailed twice monthly.
- [Wildlife in North Carolina](#) is printed and digitally produced six times per year and circulated to 46,050 people across the country.
- [Ncwildlife.org](#) is the agency's website and averages 11 million visitors annually.
- [Facebook](#), [Instagram](#), [Twitter](#) and [YouTube](#) are the agency's primary social media platforms, engaging nearly 175,000 national and international followers daily.
- The NCWRC YouTube Channel is monetized and generates a few thousand dollars annually.
- NextDoor is a neighborhood-based social media application that enables the agency to communicate with more than 2 million North Carolinians at any time and segment messaging based on location within the state.
- Video content is regularly developed to supplement and enhance agency communication efforts.
- Newspapers, television media, radio news programs and web-based news media regularly communicate with staff as trusted wildlife resources subject matter experts.





OFFICE OF CONSERVATION POLICY AND ANALYSIS

The Office of Conservation Policy and Analysis is responsible for informing, recommending and developing statewide public policy and regulations for the agency. Staff coordinate agency-wide collaborative programs, processes and initiatives that span the boundaries of a single division.

The Office of Conservation Policy and Analysis implements and incorporates the NCWRC's strategic initiatives and assists with integrative processes including policy analysis and development, rulemaking, constituent and public engagement and social research.

The Office of Conservation Policy and Analysis staff assist other divisions and offices with improving their understanding of public perspectives on the state's natural resources, wildlife management, wildlife-associated recreation and agency function. Through the collection of qualitative and quantitative data, our staff examine agency programs, opportunities, policies and regulations and recommend changes to improve the chances of successful outcomes.

Functions within this office are split into three main areas: Regulation Development and Modification, Data Collection and Analysis and Stakeholder/Constituent Input and Integration. However, because of the unique talents within the office to collect, analyze, evaluate and incorporate social data, this group is also responsible for program evaluation and strategic program development. This consists of working with the divisions and offices that offer programs and opportunities to the public to ensure the goals and objectives of those programs are being met. While each staff member has an area of expertise, all staff work cooperatively to fulfill the office's core functions.

Regulation Development and Modification

As a regulatory agency, the NCWRC implements policies and requirements of the public, through laws and rules. Bill drafting and editing are functions of this office, but rulemaking is the major regulatory component. To successfully accomplish this, staff collect

social data, which are often integrated with biological data to make informed rule proposals. Assisting other divisions and offices to work with our diverse stakeholders, constituents and the public is another core function. This work helps ensure that the agency's decisions are made on sound science accounting for as many variables as possible.

Data Collection and Analysis

Social data collected and analyzed for public programs help lead to informed decisions regarding program/opportunity offerings and modifications.

Stakeholder/Constituent Input and Integration

Successful public policy development involves working with people before proposing or implementing changes. Our office helps develop policies using data and information from the public to improve the chances of successful outcomes.



The Office of Conservation Policy and Analysis works with other divisions and offices to improve their understanding of how the public utilizes the state's abundant natural resources.

CONSERVATION POLICY AND ANALYSIS **IMPACTS**

Sunday Hunting on Game Lands

- Gathered attitudes and opinions from over 30,000 individuals via electronic survey and focus groups to develop options and examine potential solutions for addressing constituent concerns about Sunday hunting on game lands.
- Analyzed potential regulatory impacts of changing allowed hunting days on game lands and successfully navigated the rule-making process to implement the changes for the 2021-2022 hunting seasons.

Angler Perception of Reservoir Fisheries and Management Response Preferences

- Designed and implemented a project to understand angler experiences and preferences in relation to how reservoir fisheries have changed. In response to declining walleye stocks, the agency surveyed Lake James, Lake Hiwassee and Lake Fontana anglers to gather data to inform additional research on how anglers think about recreational fisheries. A survey specific to anglers on these lakes was deployed to gather information about satisfaction with lake angling, attitudes toward walleye length and creek limits and preferences for pelagic stocking initiatives.



District 8 Assistant Fisheries Biologist David Goodfred with a walleye on Lake James.



Pathway to Wildlife Relevancy

- Designed and now implementing a project with the Wildlife Education Division to evaluate and develop program plans for the division and educators. Data collection involves four separate questionnaires targeting four distinct audiences, including the North Carolina public, to identify the nature of its wildlife resource use, level of agency engagement, preference for programming and agency-related interests. Focus groups and surveys will be used to collect the data, which will provide direction for:
 - Conducting marketing and outreach efforts.
 - Conducting programming, activities, campaigns and initiatives.
 - Determining priorities and opportunities with the greatest impact and outcomes.
 - Developing partnerships and broadening the NCWRC's constituency base.
 - Maximizing resources.
 - Garnering support.
 - Improving successful outcomes.

This project is applicable to all divisions and offices and will benefit the agency by providing social data to ensure relevancy into the future.



Rachel McCarley, an Agent Support and License Help Desk administrative specialist, assists a customer with a vessel registration at the NCWRC's headquarters on Varsity Drive in Raleigh.

CUSTOMER SUPPORT SERVICES OFFICE

The Customer Support Services Office consists of three groups: License and Permits, Vessel Registration and Titling and the [N.C. Wild Store](#). Customer service staff also support approximately 900 wildlife service agents across the state who provide license and registration services on behalf of the agency.

Staff work in a call center environment at the NCWRC's headquarters and are the front line customer service team, providing guidance and support to constituents seeking assistance from other divisions or offices within the agency.

License and Permits

The License and Permits group is responsible for administering the sale of hunting, trapping, inland and coastal fishing licenses and permitted hunting opportunities (including the annual swan permit). Staff field customer and agent calls and emails and are responsible for over \$30 million in annual license and permit sales, over 1.2 million active licenses each year and the Permit Hunting Opportunities Program. Staff also manage the NCWRC's license sales and vessel registration counter at agency headquarters.

Vessel Registration and Titling

The Vessel Registration and Titling group is responsible for registration and titling of vessels. Staff field customer and agent calls and emails, vessel transactions and manage active vessels. This section analyzes and reviews all proof of ownership documentation for newly registered and titled and transferred vessels for accuracy to ensure the legal transfer of ownership.

The N.C. Wild Store

The N.C. Wild Store is the fulfillment center of the North Carolina Waterfowl Print and Stamp and the extremely popular NC Wildlife

Calendar produced each year. Staff manage sales received online, by mail and in-person at agency headquarters. Proceeds from the Waterfowl Print and Stamp are designated for the agency's Waterfowl Fund. The money is used to help North Carolina meet its financial obligations in implementing the North American Waterfowl Management Plan, which is the international agreement helping restore waterfowl populations throughout the continent. In addition, funds have been used to support waterfowl research and buy equipment used to manage wetlands.

CUSTOMER SUPPORT SERVICES OFFICE and the **PUBLIC**

Customer Support Services interacts with more than 200,000 customers each year by phone, email and in person, continuously working to improve operational efficiency and prioritizing efforts to ensure quality customer service.

License and Permits

Annually, the License and Permits section manages over:

- 10,000 license and permit applications received by mail.
- 90,000 calls.
- 10,000 email inquiries.
- 5,000 in-person visitors.
- 900 wildlife service agent locations across the state.
- 370,000 North Carolina Inland Fishing, Hunting & Trapping Regulations Digests distributed statewide.

Vessel Registration and Titling

Annually, the Vessel Registration and Titling section manages over:

- 150,000 vessel registration and title transactions.
- 90,000 calls.
- 10,000 email inquiries.
- 5,000 in-person visitors.

The N.C. Wild Store

- 17,369 Wildlife Calendars sold in 2020, totaling \$128,538 in support of the Wildlife Education Division.
- 189 Waterfowl Prints sold in 2020, totaling \$13,691.
- 888 Waterfowl Stamps sold in 2020, totaling \$12,432.



R3 Hunting Coordinator Walter "Deet" James explains game recovery for deer to participants at National Hunting and Fishing Day in 2019.

WILDLIFE EDUCATION DIVISION

The NCWRC cannot succeed in its purpose or mission without the support of North Carolinians. To this end, the Wildlife Education Division's mission is to bring awareness of the importance of the agency, its mission and its programs to the public, and to engage with and influence those individuals through education and opportunities so they actively participate in the conservation of the state's wildlife resources.

Programming

The division delivers hunter, angler and archery education along with various conservation outreach initiatives. The hunter education program consists of basic hunter safety certification, advanced hunter skills workshops, the Youth Hunter Education Skills Tournament and volunteer instructor coordination. The archery education program focuses on the National Archery in the Schools Program and coordinates bowhunter education. The Conservation Outreach program focuses on train-the-trainer for formal and non-formal educators and wildlife-related public programming.

Educational Facility

The Wildlife Education Division is responsible for the operation of the John E. Pechmann Fishing Education Center in Fayetteville. Pechmann staff and volunteers engage the public by delivering outdoor skills and educational programs that promote conservation of North Carolina's wildlife and habitats.

The division also operates North Carolina's shooting range program with various range facilities across the state.



The John E. Pechmann Fishing Education Center in Fayetteville hosts several fishing events throughout the year for anglers of all ages.

R3

The division is responsible for the agency's Recruitment, Retention, Reactivation (R3) program, which consists of sustained planning that results in maintained participation in hunting, angling, shooting and other wildlife-associated recreation as related to the defined mission and purpose of the agency. The guidance provided by this team ensures agency initiatives are following best practices from national and state R3 strategic initiatives.



The Youth Hunter Education Skills Tournament, a competition for youth in middle and high schools, is preparing the next generation of hunters by offering participants the opportunity to compete in multiple events consisting of shotgun, archery, rifle, orienteering and a written hunting skills exam.

WILDLIFE EDUCATION **LEARNING OPPORTUNITIES**

Hunter Education

- All first-time hunting license buyers in North Carolina must first successfully complete a hunter education course.
- Courses are offered in person in all 100 counties or online.
- Staff and volunteers teach more than 1,000 courses annually certifying more than 20,000 students.

Youth Hunter Education Skills Tournament

- A pre-collegiate shooting sports championship in North Carolina where students compete in rifle, shotgun and archery marksmanship along with testing their skills with a compass and knowledge of hunter education concepts.
- The program is available for schools that host or sponsor hunter education.
- Nearly 300 schools participate annually with over 4,000 competitors.

National Archery in the Schools Program

- A joint venture between the NCWRC and public and private elementary, middle and high schools across the state.
- The program teaches basic archery skills to 4th through 12th graders.
- More than 120 schools participate.

Fishing Classes

- The division hosts more than 300 fishing classes each year teaching a variety of fishing techniques to approximately 8,500 students annually.
- These hands-on classes give individuals the opportunity to learn and participate in fisheries conservation.

Project WILD

- The division administers the Association of Fish and Wildlife Agencies' Project Wild Program to organizations across the state that provide wildlife-based conservation and environmental education fostering responsible actions toward wildlife and related natural resources.
- All curriculum materials are backed by sound educational practices and theory and represent the work of many professionals within the fields of education and natural resource management.

John E. Pechmann Fishing Education Center

- Located in Cumberland Co., beside Lake Rim.
- The center has more than 6 acres of managed ponds and offers basic and advanced fishing classes to various groups and individuals.
- The center offers a regular fly-tying forum, and students can learn about a variety of fishing techniques.

Shooting Ranges

- The NCWRC provides a safe, controlled and organized environment for sportsmen/women and recreational shooters alike.



The Pechmann Center in Fayetteville provides hands-on fishing classes for anglers of all ages and abilities.



In 2020, the majority of phone calls received by the agency's Human Wildlife Interaction Call Center were complaint/damage calls, with raccoons garnering the most calls at 405, followed by coyotes with 342 calls and foxes with 301 calls..

Wildlife Interactions and Regulated Activities Permits Office

The Wildlife Interactions and Regulated Activities Permits Office comprises two main components: Human Wildlife Interaction Call Center and Regulated Activities Permits Section.

Human Wildlife Interaction Call Center

The Human Wildlife Interaction (HWI) Call Center serves as the agency's primary point of contact for all problem wildlife and human/wildlife interaction inquiries. Call center staff have extensive contact with constituents and members of the public and must deliver accurate information with regards to wildlife biology and management, animal behavior, problem solving and conflict resolution such that issues are resolved to the extent possible at the first point of contact. It is the expectation that the biologists who work in the HWI Call Center will address the constituent's concerns, questions or situations without referring or escalating calls to division staff unless direct, in-the-field interaction is required.



Regulated Activities Permits Section
 This unit administers the Regulated Activities Permits and Licenses Program. Responsibilities include review and approval of all requests for permits and licenses related to endangered species, captivity, rehabilitation, species collection, depredation, controlled hunting preserves, falconry and many others. Staff service the general public, various state, local and federal government entities and educational institutions. In addition, this unit is responsible for the agency's Wildlife Control

Agent (WCA) Program that administers the certification and recertification program requirements of its customers. Staff conduct quarterly WCA training in cooperation with the United States Department of Agriculture Animal and Plant Health Inspection Section/ Wildlife Services, NC Cooperative Extension, NC State School of Veterinary Medicine, NC State Division of Epidemiology and many others. This unit makes all decisions regarding the approval, denial or revocation of any licenses/permits issued under its authority.

WILDLIFE INTERACTIONS and REGULATED ACTIVITIES PERMITS OFFICE **BY THE NUMBERS**

Human Wildlife Interaction Call Center
 Annual Call Volume:

- 2017 total calls: 15,522
- 2018 total calls: 20,223
- 2019 total calls: 22,852
- 2020 total calls: 12,710*

*Lower due to COVID-19 impacts to staffing and resources

Monthly Average Calls (over the past 4 years):

- January 1,155
- February 1,068
- March 1,428
- April 2,086
- May 2,957
- June 2,854
- July 2,758
- August 2,161
- September 1,908
- October 1,990
- November 1,304
- December 1,159

Peak months



There was a marked increase in rabbit calls during the last quarter of 2020 due to an agency request for citizen science reports to help monitor a new disease, Rabbit Hemorrhagic Disease Virus Serotype 2.

WILDLIFE INTERACTIONS and REGULATED ACTIVITIES PERMITS OFFICE **BY THE NUMBERS**

License/Permit Type	Total Active Licenses/Permits
Airport Depredation Permit	39
Captive Cervid License	4
Captivity License for Holding	63
Captivity License for Rehabilitation	547
Controlled Fox Preserve	102
Controlled Shooting Preserve	146
Coyote Depredation Permit	0
Endangered Species Permit	177
Falconry License	97
Field Trial Permit	17
Importation/Exportation Permit	1
Landowner Depredation Permit	391
Reptile and Amphibian Possession Permit	104
Restricted Species Permit	18
Scientific Fish Collection License	58
Trophy Sale Permit	159
Wildlife Collection License	231
Wildlife Control Agent License	486
Wildlife Possession and Salvage Permit	3
Taxidermy	610
Game Bird Propagation License	623
Feral Swine Trapping Permit	565
Coyote Hunting Permit	1,869
Total:	6,310

OPERATIONS and INFRASTRUCTURE





The recently completed Snow Hill Boating and Public Fishing Access, located in Greene County, provides access to Contentnea Creek.

Engineering Division

The primary purpose of the Engineering Division is to direct, plan and manage all engineering-related projects for the NCWRC. Primary programs include in-house design, permitting, construction and capital improvements programs and facilities management.

The division is responsible for all engineering-related projects for the agency's massive infrastructure, including over 470 water access areas, approximately 100 buildings, 12 shooting ranges and 2 million acres of game lands that include 1,800 miles of roads, culverts, dams, bridges, ponds and lakes.

Engineering

The Engineering Division staffs civil design engineers, an environmental specialist and a surveyor. They handle in-house design for nearly all the water access projects, shooting range projects and game land projects, as well as Abandoned and Derelict Vessel Program management.

Construction

The Engineering Division also contains three full time construction crews that build an average of three new facilities annually as well as conduct four major renovations and 10 minor renovations each year. The average service life (duration of service until major renovation becomes necessary) of facilities constructed prior to 1990 is approximately 20 years. Improved design and construction methods have increased the expected service life to approximately 30 years.



Overhead view of Sunset Park Boating Access Area in Rocky Mount. This project won a States Organization for Boating Access award in 2021. It was designed by division Engineer Michael Leggett; built by the Rhodes Pond construction crew.

Facility Management

The Facilities Management Program includes oversight of the daily operations at the agency's LEED-rated headquarters building, facility management at the Pechmann Fishing Education Center, and facilities support to over 100 other buildings across the state ranging from fish hatcheries to maintenance depots.

Capital Improvements

The Capital Improvements Program includes all capital improvement projects undertaken by any division within the agency. Staff manage the delivery of architectural and engineering services and ensure that the procedures prescribed by the State Building Commission are followed for each project. In addition to project administration, technical guidance is provided to other divisions during all project phases. Capital improvement projects managed by the division include: fish hatchery construction and renovation, wastewater treatment, storage buildings, field offices, dam repair and renovation, etc.



Restored Jessups Mill Pond, in Cumberland County, following the dam reconstruction project.



Financial Services Division

The Financial Services Division manages the Budget and Planning Services Section and the Purchasing and Distribution Section. It is responsible for the day-to-day financial operation of the agency and its divisions, offices and sections. In addition, the Financial Services Division provides assistance to the Outdoor Heritage Advisory Council in its fiscal matters. Staff work closely with the Director's Office through the budget process and throughout the year on budget management.

Budget and Planning

Budget Development Cycle includes these responsibilities:

- Preparation of Biennial Continuation Budget.
- Development of 5-year Capital Plan.
- Performance Management Information for Strategic Planning and Program Budgeting.

Budget Management:

- Certification of annual budgets.
- Forecasting and monitoring of agency receipts.
- Amending operating budgets.

Financial Services Fiscal Receipts and Disbursements:

- Account for federal funds.
- Audit and pay vendor invoices.
- Manage receipts and appropriations.
- Invoice and receive agency funds.

Asset Management:

- Manage inventory.
- Dispose of assets.

Payroll

Financial Systems Analysis and Reporting:

- Review, implement and maintain integration of the agency's financial systems:
 - ALVIN (Automated License and Vessel Information Network).
 - PAWS (Portal Access to Wildlife Systems).
 - FAMRS (Federal Assistance Management Reporting System).
 - BEACON (Payroll System).
 - NCAS (North Carolina Accounting System).

Prepare Comprehensive Annual Financial Report

Prepare Indirect Cost Report

- Develop and maintain fiscal policies and procedures to document key fiscal processes.
- Establish effective internal controls.

Purchasing and Distribution

The Purchasing and Distribution Office reports to the Chief Financial Officer and is the centralized location for procurement, warehousing and distribution for the agency. This office has authority and responsibility of obtaining all commodities and services necessary for agency operations. It is agency policy to conduct all business activities relating to the commitment of resources, purchase and payment of commodities and services in accordance with appropriate laws, rules, policies, codes, General Statutes and procedures that govern public procurement practices.

NORTH CAROLINA WILDLIFE RESOURCES COMMISSION
CAFR 52G - STATEMENT OF REVENUES, EXPENDITURES and CHANGES in FUND BALANCES

GOVERNMENTAL FUNDS
AS OF JUNE 29, 2021

	FY 2021 General Fund	FY 2021 Capital Improvement Fund
REVENUES		
Federal funds	\$ 30,219,038.54	\$ 1,841,304.00
Local funds	\$ 3,166.49	\$ -
Investment earnings	\$ 72,749.01	\$ -
Sales and services	\$ 10,630,402.57	\$ -
Rental and lease of property	\$ 63,694.45	\$ -
Fees, licenses and fines	\$ 39,513,650.56	\$ -
Contributions, gifts and grants	\$ 2,918,707.77	\$ 868,973.89
Miscellaneous	\$ 118,327.70	\$ -
Unclassified/invalid accounts	\$ -	\$ 1,161.85
Other Financing Sources - Sale of capital assets	\$ 385,277.38	\$ -
Other Financing Sources - Insurance recoveries	\$ 38,038.99	\$ -
Other Financing Sources - Transfers in	\$ 9,612,759.82	\$ 1,280,719.26
Other Financing Sources - Appropriations	\$ 9,598,687.91	\$ -
TOTAL REVENUES	\$ 103,174,501.19	\$ 3,992,159.00
EXPENDITURES		
Personal services	\$ 36,010,338.01	\$ -
Employee benefits	\$ 16,296,169.90	\$ -
Contracted personal services	\$ 10,018,481.18	\$ 293,639.53
Supplies and materials	\$ 7,811,665.62	\$ 14,186.52
Travel	\$ 221,043.02	\$ -
Communication	\$ 786,297.45	\$ -
Utilities	\$ 652,961.47	\$ -
Data processing services	\$ 981,500.70	\$ -
Other services	\$ 4,192,800.91	\$ 12,103.06
Claims and benefits	\$ 1,478,510.37	\$ -
Other fixed charges	\$ 309,495.09	\$ 10.00
Capital outlay	\$ 5,012,858.74	\$ 3,921,680.33
Grants, state aid and subsidies	\$ 5,271,937.71	\$ -
Insurance and bonding	\$ 262,012.96	\$ -
Other expenditures	\$ 1,786,220.84	\$ -
Reimbursements	\$ (827,113.27)	\$ -
Unclassified/invalid accounts	\$ -	\$ -
Other Financing (Uses) - Transfers out	\$ 7,424,610.98	\$ 397,628.28
TOTAL EXPENDITURES	\$ 97,689,791.68	\$ 4,639,247.72
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 5,484,709.51	\$ (647,088.72)
FUND BALANCE - JULY 1, 2020	\$ 16,444,043.23	\$ 3,315,170.42
FUND BALANCE - JUNE 29, 2021	\$ 21,928,752.74	\$ 2,668,081.70

NORTH CAROLINA WILDLIFE RESOURCES COMMISSION ENDOWMENT PORTFOLIO

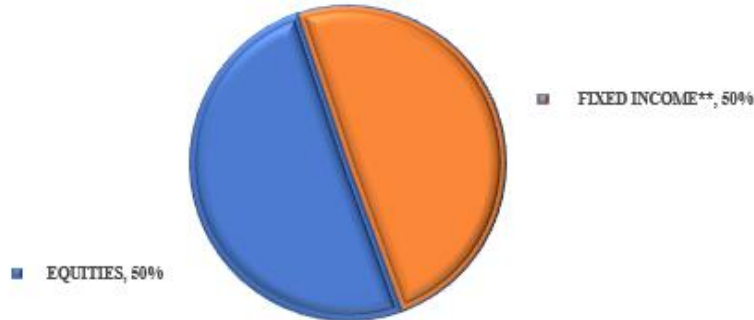
Fund Balance*: June 2021 \$167,031,605.23

* Based On Financial Institutions' Data And Does Not Include Time-Lag Entries.

§ 143-250.1. Wildlife Endowment Fund

- (d) (3). No expenditure or disbursement shall be made from the principal of the Wildlife Endowment Fund except as otherwise provided by law.
- (d) (4). The income received and accruing from the investments of the Wildlife Endowment Fund must be spent only in furthering the conservation of wildlife resources and the efficient operation of the North Carolina Wildlife Resources Commission in accomplishing the purposes of the agency as set forth in G.S. 143-239.
- (g) The Wildlife Endowment Fund and the investment income therefrom shall not take the place of State appropriations or Agency receipts placed in the Wildlife Resources Fund, or any part thereof, but any portion of the income of the Wildlife Endowment Fund available for the purpose set out in subdivision (4) of subsection (d) shall be used to supplement other income of and appropriations to the Wildlife Resources Commission to the end that the Commission may improve and increase its services and become more useful to a greater number of people.

ASSET ALLOCATION



** Fixed Income Includes Short-Term And Long-Term Fixed Income Instruments

Funds	Principal	Non-Expendable	Expendable	Total***
Adult Lifetime Licenses	\$ 66,019,667.40		\$ 61,986,388.35	\$ 128,006,055.75
Magazine Subs Lifetime	\$ 1,573,477.50		\$ 1,593,434.77	\$ 3,166,912.27
Contributions	\$ 676,082.82		\$ 2,542,935.72	\$ 3,219,018.54
Diversity	\$ 35,638.29		\$ 11,490.16	\$ 47,128.45
Infant Lifetime Licenses	\$ 18,897,230.50	\$ 10,504,396.94		\$ 29,401,627.44
Youth Lifetime Licenses	\$ 2,475,640.00	\$ 815,604.28		\$ 3,291,244.28
Total	\$ 89,677,736.51	\$ 11,320,001.22	\$ 66,134,249.00	\$ 167,131,986.73

*** Include Deposit/s In Transit



Information Technology Office

The Information Technology Office provides technology solutions and support for all agency functions. These include technology infrastructure for all agency facilities and the education center, desktop provisioning and support for staff state-wide, development and support for public-facing applications for licensing and vessel registration, development and support for federal aid tracking and management, and data collection and survey needs across all divisions.

Database Design and Management

- Plan, design and implement new databases.
- Maintain existing agency databases to ensure data integrity and performance.
- Provide real-time access to agency databases for internal customers, external partners, and various state and federal agencies in support of their missions.
 - Examples of agencies include: Criminal Justice Law Enforcement Automated Data Services, Division of Criminal Information, Revenue, Department of Health & Human Services and U.S. Fish & Wildlife Service.

- Support internal and external users by providing data and analytics for business analysis and reporting.
- Install, configure, upgrade and support enterprise and standard relational database software and advanced tools on database servers and local desktops.

Network Management

- Provide for network design, implementation and maintenance at various NCWRC sites throughout the state.
- Ensure adherence to the State IT security standards and policies.
- Provide network support for central office and remote field staff.
- Design and maintain all hardware/software infrastructure for licensing and vessel transactions software (ALVIN), federal assistance and management reporting (FAMRS), internal data collection and surveys (PAWS) and the agency's internet and intranet sites.
- Communicate with State DIT for enterprise network/telecommunications solutions. This includes the NC Identity Management Service (NCID), email systems and wireless internet access.

Programming/Application Development

- Create new applications.
- Maintain and enhance existing applications created by the agency, including ALVIN, PAWS, FAMRS, and the agency's internet and intranet sites.
- Research various third-party applications and support existing software packages.
- Provide technical guidance and assistance as needed.

Project Management

- Project planning, coordination and prioritization.
- Project lifecycle oversight (design, development, testing, change requests and maintenance).
- Project issue and risk mitigation.
- Business requirements, analysis and documentation.

Application and Software Testing

- Confirm developed applications meet defined business requirements.
- Schedule and complete performance and load testing of agency applications using volume estimates for peak seasonal demands.
- Confirm usability of developed applications on various platforms, including mobile devices where applicable.

Desktop Support

- Install and maintain desktop computers, laptops, mobile devices, telephones and printers/copiers.
- Install standard agency software and specialized software and applications and provide ongoing maintenance, which includes software updates, security patches and upgrades.
- Manage accounts, passwords and assignment of security and bill codes on State enterprise solutions.
- Provide for data backup and recovery and ensure data integrity.



The recently completed Morrow Mountain Public Fishing Area provides anglers access to Lake Tillery in Morrow Mountain State Park, which is located in Stanly County.

Land and Water Access Division

The Land and Water Access Division oversees five areas of operation: Public Boating Access, Public Fishing Areas, Game Lands, Forestry and the agency's Land Acquisition Program.

Boating and Fishing Access Areas
Staff are responsible for providing safe and clean access to over 200 Boating Access Areas and over 200 Public Fishing Areas throughout the state. Staff also install, maintain and replace over 1,400 navigational aids to provide safe navigation of North Carolina's inland and intercoastal waterways.



The Land and Water Access Division provides access to over 400 boating access and public fishing areas across the state. Pictured above is the Cross Point Boating and Fishing Access Area, which provides access to Harris Lake in Wake County.

Game Lands

The Land and Water Access Division manages and maintains over 2 million acres of land enrolled in the Game Lands Program. Specifically, staff strive to conserve, manage and restore wildlife habitats, communities and species on land managed by the NCWRC. Additionally, staff provide, promote and develop opportunities for public hunting, fishing, trapping and other wildlife-associated recreation.

Land Acquisition

The Land Acquisition Program serves a vital role to the agency. This program proactively identifies and coordinates land purchases for the purpose of conserving wildlife resources and expanding wildlife-associated recreational opportunities. The Land Acquisition Program works closely with the NCWRC's Land Acquisitions and Property Committee to review and approve purchases and set statewide priorities for new acquisitions.



A sunflower field on the Johns River Game Land in Burke County is maintained and then mowed by Land and Water Access staff prior to the opening of dove season.



Forestry

The Forestry Program is another aspect of managing the NCWRC's lands. Forestry includes the prescribed fire program and timber management. Prescribed fire is a critical habitat management tool that is important to many game and nongame species. On average, the agency implements prescribed fire on approximately 35,000 acres annually. For timber management, staff continually strive to restore or convert timber stands to habitats most beneficial to wildlife species.

ENGINEERING & LAND and WATER ACCESS DIVISIONS: **WORKING IN TANDEM**

The Engineering & Land and Water Access divisions work closely together to manage and maintain the NCWRC's massive infrastructure.

Game Lands

- 2 million plus acres of public game lands in 79 North Carolina counties.
 - 533,953 acres of game lands owned.
 - 1.6 million acres managed through a cooperative agreement.
- 39 primitive camping areas.
- 228 parking areas.
- 35,000 prescribed burns annually.

Boating, Fishing and Hunting

- 222 public fishing areas.
- 249 public boating access areas.
- 49 lakes and ponds, including 35 dams.
- 73 waterfowl impoundments.
- 1,400 navigational aids.

Facilities & Infrastructure

- 1,878 miles of road maintained.
- Six fish hatcheries housing over 9 million fish.
- 136 agency facilities (headquarters, an educational center, storage buildings, depots, etc.)
- 12 shooting ranges.



The Flintlock Valley Shooting Range, located in the Uwharrie National Forest in Montgomery County, is a partnership between the NCWRC and the U.S. Forest Service. It offers a 100-yard rifle range with seven shooting stations and a 25-yard pistol range with four shooting stations.

APPENDIX

Agency Resources

Agency Services

Big Game Harvest Reporting	800-I-GOT-ONE (800-446-8663)
Boating Access Area Information	919-707-0150 boatingaccess@ncwildlife.org
Boater Education	919-707-0030
Hunter Education	919-707-0031
No Wake Zone Regulations	919-707-0013
Purchase Hunting & Fishing Licenses	888-2HUNTFISH/(888-248-6834) 919-707-0391 licenses@ncwildlife.org
Report Wildlife Violations	800-662-7137 919-707-0040
Species Specific License & Permits	919-707-0061 (Scientific collection, wildlife captivity, rehabilitation)
TTY Machine Available for Deaf & Hard of Hearing ...	880-662-7137vTTY*
Vessel Registration & Titling Information	800-NC-VESSEL/(800-628-3773) 919-707-0398 vessels@ncwildlife.org
Wildlife Helpline	866-318-2401 919-707-4011 wildlifehelpline@ncwildlife.org

Other Quick References

Inland Fisheries	publicinquiry-fishwildlife@ncwildlife.org
Land and Water Access (Game Lands)	gamelands@ncwildlife.org
Law Enforcement	askenforcement@ncwildlife.org
Media Inquiries	media@ncwildlife.org
Proposed Regulations	regulations@ncwildlife.org
Public Fishing Areas	fishingaccess@ncwildlife.org
Public Records Requests	publicrecords@ncwildlife.org
Wildlife Management	publicinquiry-fishwildlife@ncwildlife.org

Social Media

Facebook: [@NCWildlifeResourcesCommission](https://www.facebook.com/NCWildlifeResourcesCommission)

Instagram: [@NCwildlife](https://www.instagram.com/NCwildlife)

Twitter: [@NCwildlife](https://twitter.com/NCwildlife)

YouTube: [N.C. Wildlife Resources Commission](https://www.youtube.com/N.C.WildlifeResourcesCommission)

Director and Division Contacts

Director's Office

Cameron Ingram, Executive Director
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Commissioners

<p>District 1 Kelly Davis Gov. Appointee (Cooper) Swan Quarter, NC Term: 7/9/2019-6/30/2025</p>	<p>District 2 Michael (Mike) K. Alford Gov. Appointee (Cooper) Jacksonville, NC Term: 10/7/2021-6/30/2027</p>	<p>District 3 Wes Seegars Gov. Appointee (Cooper) Goldsboro, NC Term: 7/16/1997-4/25/2023</p>
<p>District 4 Steve Windham Gov. Appointee (Cooper) Winnabow, NC Term: 7/10/2019-6/30/2025</p>	<p>District 5 Tom Haislip Gov. Appointee (Cooper) Sanford NC Term: 10/7/2021-6/30/2027</p>	<p>District 6 Monty R. Crump - Chair Gov. Appointee (Cooper) Rockingham, NC Term: 7/1/2017-4/25/2023</p>
<p>District 7 James (Jim) Ruffin Gov. Appointee (Cooper) Winston-Salem, NC Term: 2/7/2020-6/30/2025</p>	<p>District 8 David Hoyle, Jr. Gov. Appointee (Cooper) Dallas, NC Term: 7/1/2017-6/30/2027</p>	<p>District 9 Brad Stanback Gov. Appointee (Cooper) Canton, NC Term: 7/1/2017-4/25/2023</p>
<p>Vernon (Ray) Clifton, Jr. House Speaker At Large Appointee (Moore) Clarkton, NC Term: 7/1/2017-6/30/2023</p>	<p>Hayden Rogers Gov. At Large Appointee (Cooper) Brasstown, NC Term: 7/1/2017-6/30/2025</p>	<p>Landon G. Zimmer Pres Pro Tem At Large Appointee (Berger) Wilmington, NC Term: 9/29/2015-6/30/2023</p>
<p>Mark Craig Pres Pro Tem At Large Appointee (Berger) Greensboro, NC Term: 9/29/2015-6/30/2023</p>	<p>Thomas A. Berry Pres Pro Tem At Large Appointee (Berger) Greensboro, NC Term: 9/29/2015-6/30/2023</p>	<p>J. Carlton (J.C.) Cole Gov. At Large Appointee (Cooper) Hertford, NC Term: 10/7/2021-6/30/2025</p>
<p>John T. Coley IV House Speaker At Large Appointee (Moore) Holly Springs, NC Term: 7/1/2017-6/30/2023</p>	<p>John A. Stone House Speaker At Large Appointee (Moore) Pinehurst, NC Term: 9/29/2015-6/30/2023</p>	<p>Thomas L. Fonville - Vice-Chair House Speaker At Large Appointee (Moore) Raleigh, NC Term: 9/29/2015-6/30/2023</p>
<p>John Alexander Pres Pro Tem At Large Appointee (Berger) Raleigh, NC Term: 8/31/2021-6/30/2023</p>		

Pechmann Fishing Education Center

John E. Pechmann Fishing Education Center

7489 Raeford Rd., Fayetteville, NC 28304

Thomas Carpenter, Center Director

thomas.carpenter@ncwildlife.org

910-868-5003



John E. Pechmann Fishing Education Center



Among the many opportunities provided to the public by Pechmann Center staff include kids' fishing events, Becoming an Outdoors-Woman® advanced fly-fishing workshops and fly-tying seminars.

Hatcheries and Depots

Warmwater Hatcheries:

McKinney Lake State Fish Hatchery
220 McKinney Lake Rd., Hoffman, NC 28347
910-895-5330

Watha State Fish Hatchery
4945 Shiloh Rd., Watha, NC 28471
910-283-5099

Coolwater Hatchery:

Table Rock Hatchery
3419 Fish Hatchery Ave., Morganton, NC 28655
828-437-3977

Coldwater Hatcheries:

Armstrong State Fish Hatchery
3336 Armstrong Creek Rd., Marion, NC 28752
828-756-4179

Marion State Fish Hatchery
645 Fish Hatchery Rd., Marion, NC 28752
828-803-6037

Bobby N. Setzer State Fish Hatchery
P.O. Box 728, Pisgah Forest, NC 28768
828-877-3121

Depots:

Andrews Depot	828-321-3465	Marion Depot	828-803-6030
Balsam/Waynesville Depot	828-558-6010	Mills River Depot	828-877-2021
Bolivia Depot	910-253-6299	Mt. Holly Depot	704-263-0975
Burnsville Depot	828-682-6718	Morganton Depot	828-433-8131
Butner Depot	919-620-0089	New Bern Depot	252-514-4737
Caswell Depot	336-694-9272	Rhems Depot	252-514-6582
Chinquapin Depot	910-285-7545	Rhodes Pond Depot	910-897-6292
Columbia Depot	252-796-0062	Rogers Lake Depot	919-707-0360
Elizabethtown Depot	910-862-4648	Sandhills Depot	910-719-6400
Franklin Depot	828-369-8484	Suggs Mill Depot	910-866-5190
Hertford Depot	252-426-2255	Tillery Depot	252-826-3215
Holly Shelter Depot	910-259-5555	Troy Depot	910-439-5103
Hydro Depot	704-474-0418	Wilkes Depot	336-957-4197
Jordan Lake Depot	919-303-2970	Williamston Depot	252-792-3868

Donate

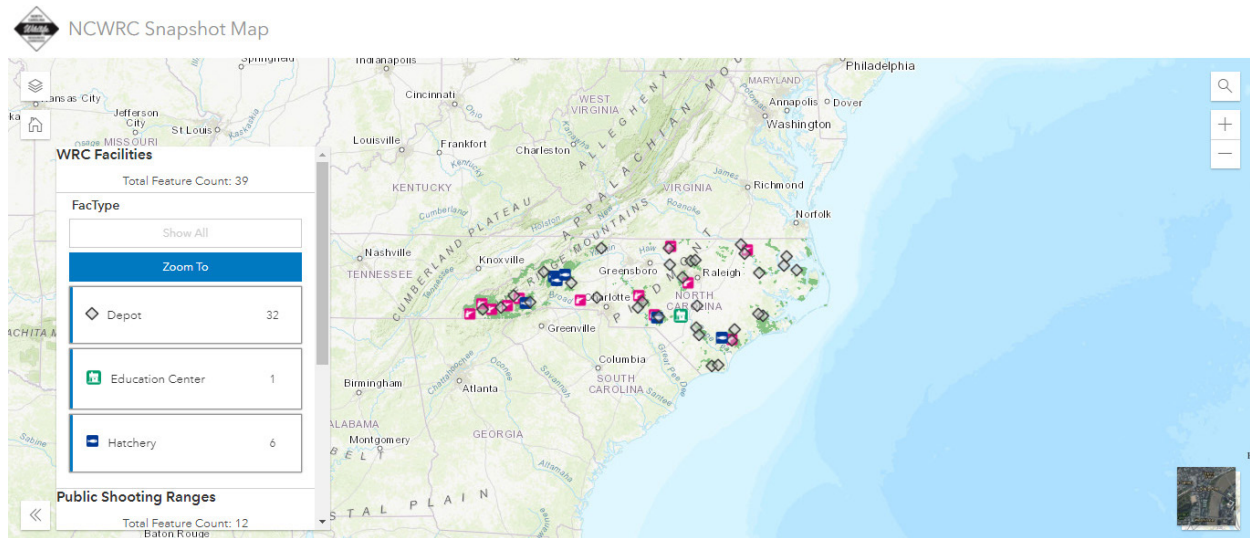
Visit ncwildlife.org/donate to contribute to any of the following programs:

- N.C. Wildlife Diversity Endowment Fund
- N.C. Wildlife Endowment Fund
- N.C. Wildlife Commission Education Center & Programs
- Land Donation

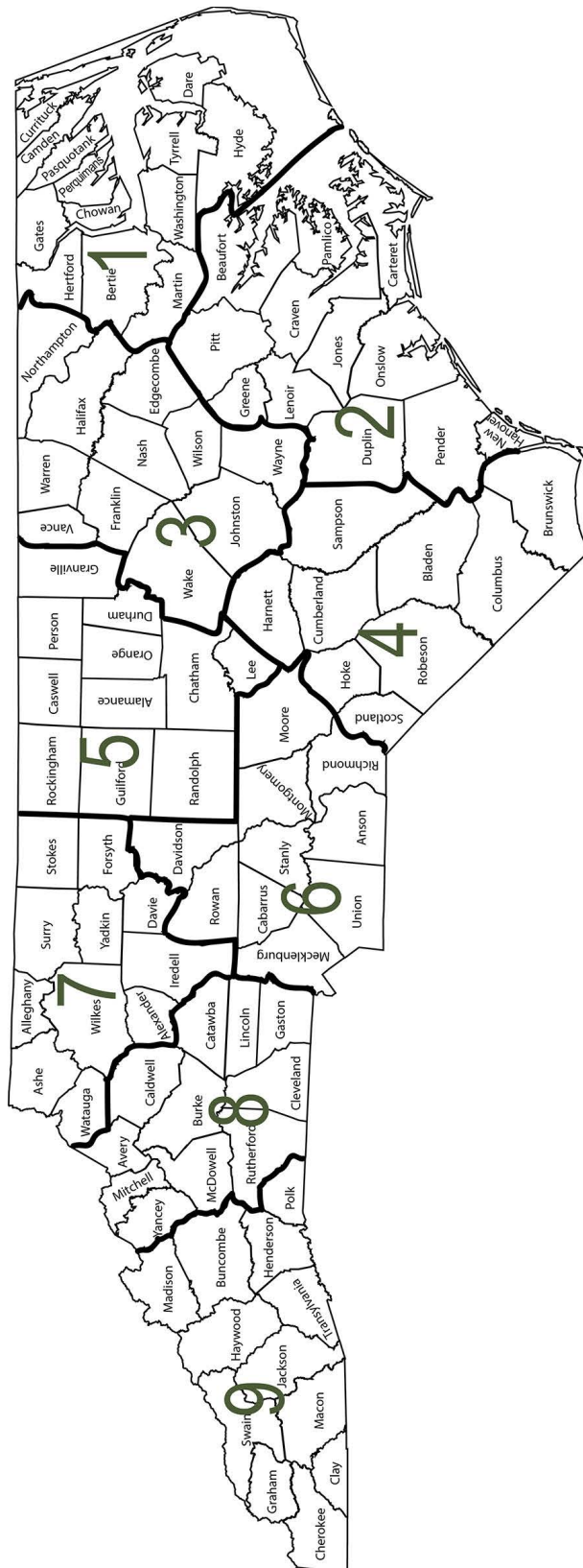


Maps

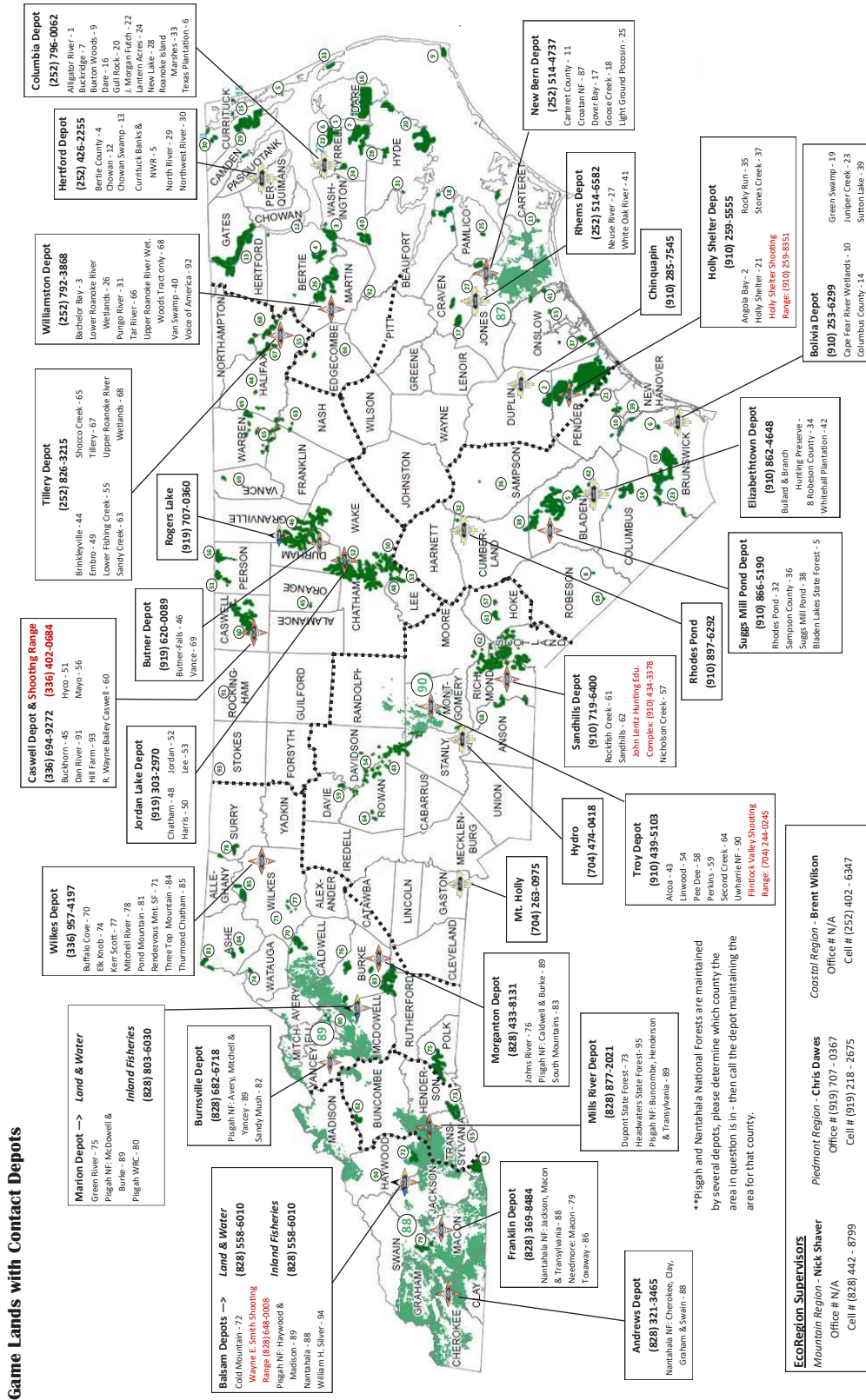
[NCWRC Snapshot Interactive Map](#)



District Map



Game Lands and Depots



Updated: Oct. 14, 2021

Inland Fisheries

District Fisheries Biologists and Assistants

Regional Supervisors Coastal Region: Districts 1,2,4 Vacant Piedmont Region: Districts 3,5,6 Vacant Mountain Region: Districts 7,8,9 Doug Bestler - 828-803-6032. (Office) 828-674-3278 (Cell)

District 1 Fish Bio - Katy Potoka Office: 252-548-4933 Cell: 252-548-4933 Asst Fish Bio - Chris Smith Office: 252-333-4709 Cell: 252-333-4709
--

District 3 Fish Bio - Kirk Rundle Office: 252-903-7744 Cell: 252-903-7744 Asst Fish Bio - David Belkoski Office: 910-580-2288 Cell: 910-580-2288

District 5 Fish Bio - Kelsey Roberts Office: 919-618-7945 Cell: 919-618-7945 Asst Fish Bio - Seth Mycko Office: 336-290-0053 Cell: 336-534-0019
--

District 7 Fish Bio - Kin Hodges Office: 336-443-9436 Cell: 828-234-5853 Asst Fish Bio - T.J. Johnson Office: 828-237-0297 Cell: 919-609-1694
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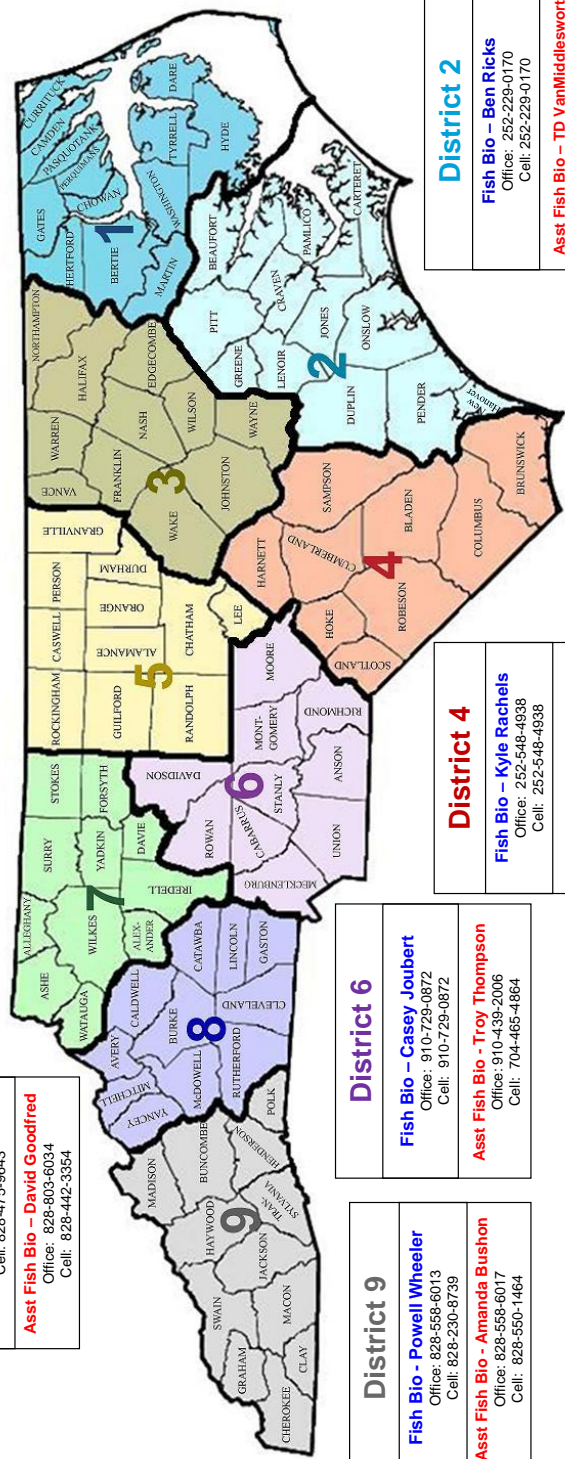
District 8 Fish Bio - Christopher Wood Office: 828-437-3003 Cell: 828-475-9643 Asst Fish Bio - David Goodfred Office: 828-803-6034 Cell: 828-442-3354
--

District 6 Fish Bio - Casey Joubert Office: 910-729-0872 Cell: 910-729-0872 Asst Fish Bio - Troy Thompson Office: 910-439-2006 Cell: 704-465-4864
--

District 9 Fish Bio - Powell Wheeler Office: 828-558-6013 Cell: 828-230-8739 Asst Fish Bio - Amanda Bushon Office: 828-558-6017 Cell: 828-550-1464

District 4 Fish Bio - Kyle Rachels Office: 252-548-4938 Cell: 252-548-4938 Asst Fish Bio - April Boggs Office: 919-309-0683 Cell: 919-309-0683

District 2 Fish Bio - Ben Ricks Office: 252-229-0170 Cell: 252-229-0170 Asst Fish Bio - TD VanMiddlesworth Office: 919-210-4320 Cell: 919-210-4320



Updated: 7/16/2021

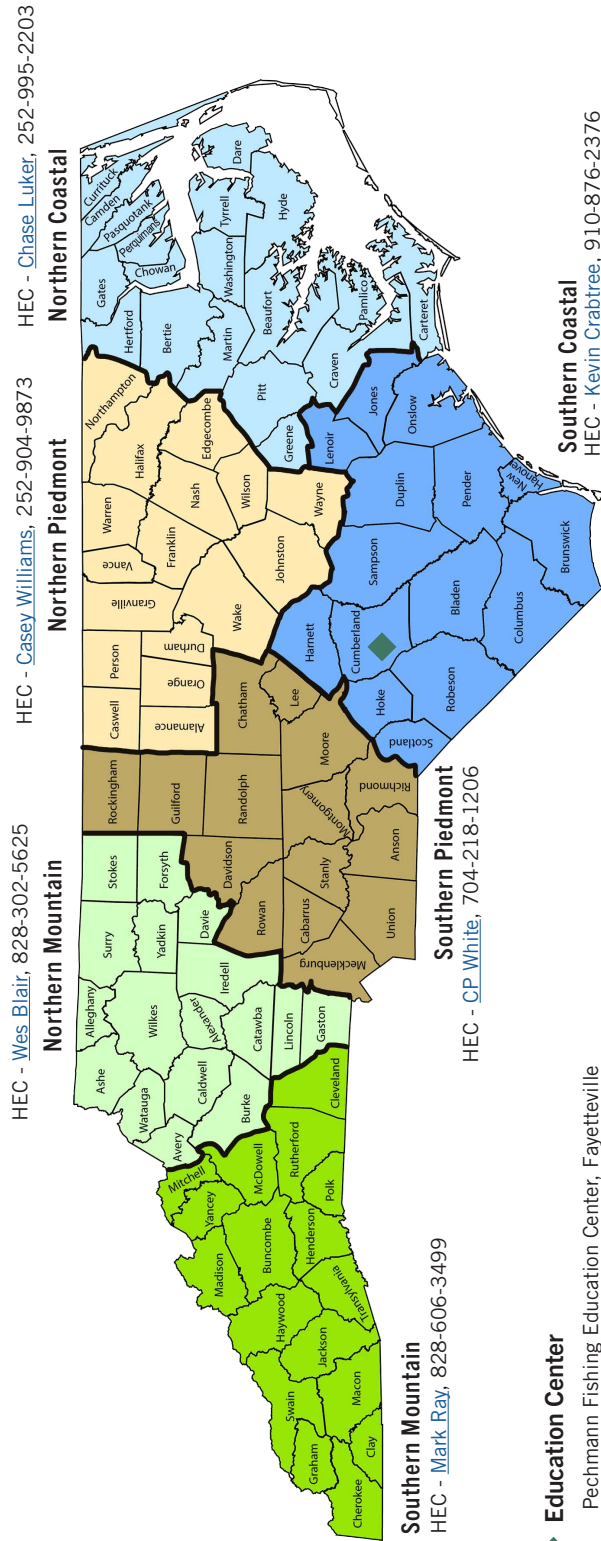
Marine Fisheries — 1-800-682-2632

Wildlife Education



Wildlife Education Division

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 Education Outreach Manager - [Carissa Daniels](#), 336-455-0292
 Recruitment, Retention, Reactivation Program Manager - [Chet Clark](#), 252-506-1360
 HEC-Hunter Education Coordinators



◆ **Education Center**

Pechmann Fishing Education Center, Fayetteville
[Tom Carpenter](#), Director, 910-494-2757

Angler Engagement Coordinator

[Madeline David](#), 919-441-6154

R3 Hunting Specialist

[Walter "Deet" James](#), 994-202-1387

Archery Education & NASP Coordinator

Statewide: [Lee Scripture](#), 252-394-1453

Shooting Sports Coordinator

Statewide: [Josh Jernigan](#), 336-430-5144

Regional Education Specialists

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Piedmont Region: [CC King](#), 919-830-0202

Coastal Region: [Becky Skiba](#), 910-214-9420

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Mountain Region: Districts 7, 8, 9
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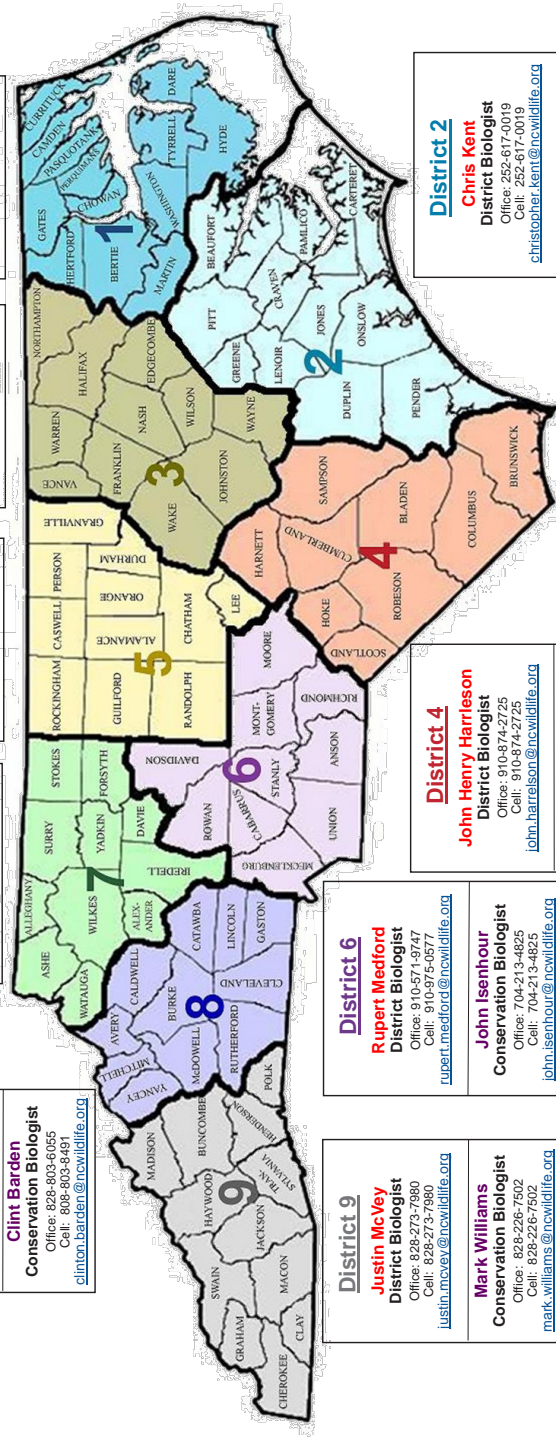
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7.23.2021



A photograph of a sunset or sunrise sky with silhouettes of trees and two birds in flight. The sky is filled with soft, wispy clouds in shades of orange, yellow, and blue. In the foreground, the dark silhouettes of trees and branches are visible against the bright sky. Two birds are flying in the middle ground, their wings spread, silhouetted against the light sky.

*“There are some who can
live without wild things and
some who cannot.”*

- Aldo Leopold

Photography Credits:

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Front cover, from top left, clockwise: Staff at the John E. Pechmann Fishing Education Center host fishing clinics throughout the year for anglers of all ages and abilities; Mark Fowlkes, the Piedmont Aquatic Habitat Coordinator for the Inland Fisheries Division leads staff and volunteers with habitat enhancements on Lake Gaston. Casey Dukes, a Wildlife Conservation Biologist in the Wildlife Management Division, measures a rehabilitated bear cub before it is released back into the wild. Enforcement officers and Wildlife Management staff coordinate to host deer hunts for hunters with disabilities. A prescribed fire burns on an agency game land, one of many habitat management tools employed by the agency's Land and Water Access Division. Inland Fisheries biologists survey for trout in western North Carolina.

- Page 5: Father and son scouting for deer, Florida Fish and Wildlife Conservation Commission
Man holding trout, Matt Jeppson, Shutterstock
- Page 6: Boys and adult in boat, Brendan Delany, Shutterstock
- Page 7: NCWRC headquarters, John Patota, Shutterstock
- Page 9: NCWRC sign, John Patota, Shutterstock
- Page 13: Longleaf pine forest, Brady Beck
- Page 15: Wetland, NC Wetland
- Page 18: Dr. Luke Etchison with a sicklefin redhorse, Dylan Owensby
- Page 20: Rachael Hoch with Carolina heelsplitters, Gary Peeples, U.S. Fish and Wildlife Service
- Page 25: Chris Kreh and David Moscicki with wild turkey hen, David Gladkowski, NC State University
- Page 26: Kabryn Mattison with mole kingsnake, Jeff Hall
- Page 35: Tundra swans, Frank Scholle
- Page 36: Father and son fishing, Shutterstock
- Page 43: Fishing instructor with student, Tom Carpenter
- Page 45: Raccoon in garbage can, Magalie St-Hilaire Poulin
- Page 46: Eastern cottontail rabbit, Shutterstock
- Page 53: Financial overview, Shutterstock
- Page 57: Information technology, Shutterstock
- Page 71: All photos, Tom Carpenter
- Page 75: Boy holding a trout, Matt Jeppson, Shutterstock
Painted bunting, Kevin Le, Shutterstock