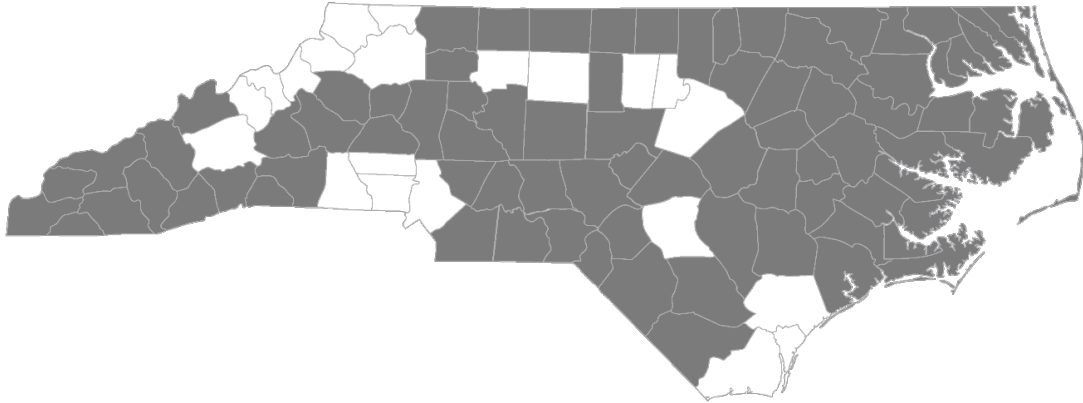




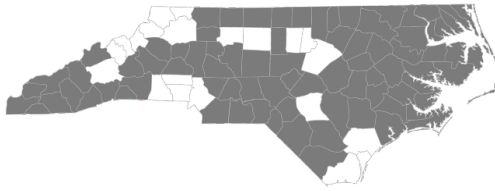
NORTH CAROLINA BALANCE OF STATE CONTINUUM OF CARE

GOVERNING BOARD ORIENTATION PACKET

2026–2027

Thank you for your commitment to serving communities across North Carolina and helping ensure that homelessness is rare, brief, and nonrecurring.

79 Counties • 13 Regions • One Shared Mission



North Carolina Balance of State Continuum of Care

bos@ncceh.org

919.755.4393

<https://ncceh.org/nc-bos-coc-overview/>

WELCOME TO THE NC BALANCE OF STATE CoC GOVERNING BOARD

Dear Board Member,

Congratulations and thank you for your willingness to serve on the North Carolina Balance of State Continuum of Care (NC BoS CoC) Governing Board.

The NC BoS CoC encompasses 79 counties across North Carolina and brings together service providers, local governments, housing partners, healthcare organizations, advocates, people with lived experience, and community stakeholders working toward a shared goal: preventing and ending homelessness.

The mission of the NC BoS CoC is to use evidence-based strategies to implement solutions that prevent and end homelessness in the most efficient, effective, and ethical manner.

As a Governing Board Member, you play an important leadership role in advancing this mission. Board Members provide oversight, establish priorities, guide strategic planning, monitor system performance, and ensure the CoC fulfills its responsibilities under federal regulations and community commitments.

As one of our newly appointed Board Members serving under the NC BoS CoC's newly adopted Governance Charter, your leadership will help establish a strong foundation for the future of the Continuum of Care. The Governing Board serves as the leadership body of the NC BoS CoC and plays a critical role in shaping the Continuum's strategic direction, governance, and system-level decision-making.

Your expertise, perspective, and commitment will help strengthen our collective efforts to prevent and end homelessness across North Carolina. We are grateful for your willingness to contribute your time and talents to this important work and look forward to partnering with you as we build a more effective, responsive, and collaborative homeless response system.

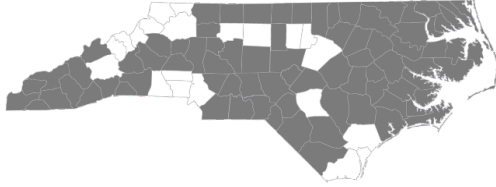
Thank you for your commitment to the NC Balance of State CoC and the individuals and families we collectively serve.

Sincerely,

Joanne Cain

Joanne Cain

Project Director of the North Carolina Balance of State Continuum of Care (NC BoS CoC)



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YOUR FIRST 30 DAYS

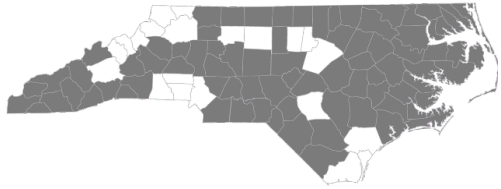
Welcome to the NC Balance of State CoC Governing Board!

The following steps will help you get started and prepare for effective Board service:

- ☐ Review the Board Orientation Packet in its entirety.
- ☐ Read the [NC BoS CoC Governance Charter](#) to familiarize yourself with the Board's structure, responsibilities, and decision-making processes.
- ☐ Complete and return all required forms, including the Conflict-of-Interest Disclosure Form and any other onboarding documents.
- ☐ Review the [Governing Board roster](#) and become familiar with fellow Board Members and their areas of representation.
- ☐ Review the [Subcommittees](#) and identify committees, councils, or workgroups that align with your interests and expertise.
- ☐ Save the Governing Board, Membership Meeting, and [Regional Committee](#) meeting dates to your calendar.
- ☐ Attend your first Governing Board meeting and actively participate in discussions.
- ☐ Reach out to the NC BoS Project Director if you have questions about your role or responsibilities.
- ☐ Familiarize yourself with the NC BoS CoC mission, core values, strategic priorities, and current initiatives by reviewing the Quick Start Guide
- ☐ Begin building relationships with fellow Board Members and CoC partners to support collaboration and effective governance.

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Thank you for your willingness to serve. Your leadership and participation are essential to helping the NC Balance of State CoC prevent and end homelessness across North Carolina.



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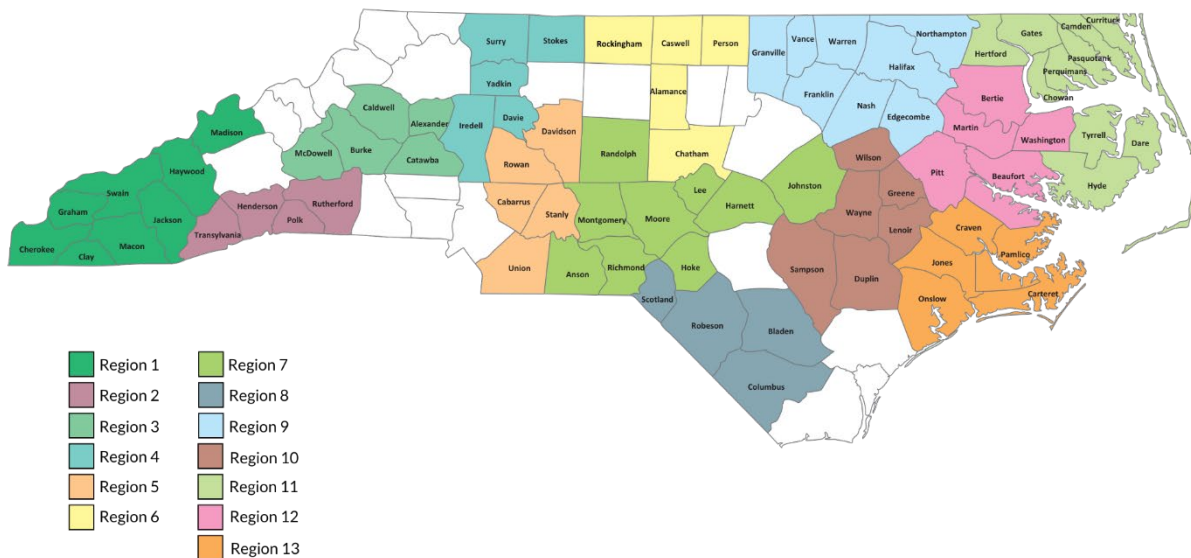
OVERVIEW OF THE NC BALANCE OF STATE CONTINUUM OF CARE

WHAT IS THE NC BALANCE OF STATE CoC?

The North Carolina Balance of State Continuum of Care (NC BoS CoC) is one of North Carolina's Continuums of Care recognized by the U.S. Department of Housing and Urban Development (HUD).

The NC BoS CoC serves [79 counties](#) across North Carolina and works collaboratively with local communities to create an effective, equitable, and coordinated response to homelessness.

North Carolina Balance of State Contium of Care (NC-503)

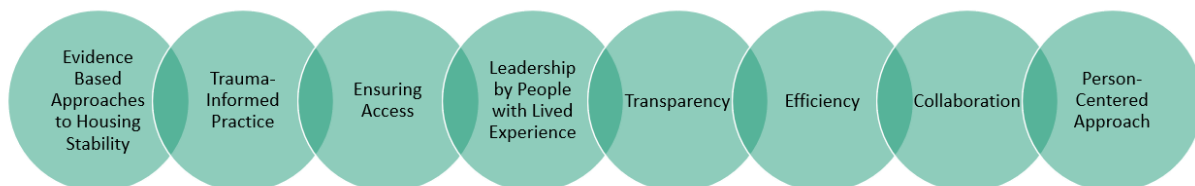


OUR MISSION

To use evidence-based strategies to implement solutions that prevent and end homelessness in the most efficient, effective, and ethical manner.

OUR CORE VALUES

Core Values



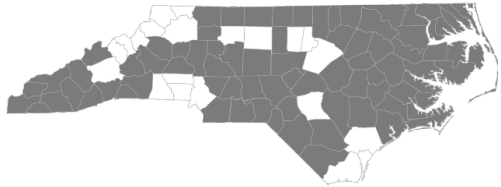
WHAT DOES THE GOVERNING BOARD DO?

The Governing Board is responsible for:

- Providing strategic leadership and oversight
- Establishing CoC priorities and policies
- Monitoring system performance and outcomes
- Recommending funding priorities and resource allocation
- Supporting compliance with HUD requirements
- Advancing collaborative solutions to homelessness across the Balance of State

BOARD MEMBERS SERVE THE ENTIRE COC

While Board Members bring valuable perspectives from their organizations, regions, and stakeholder groups, their responsibility is to act in the best interests of the NC Balance of State CoC as a whole.



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BOARD MEMBER RESPONSIBILITIES & EXPECTATIONS

As a member of the NC Balance of State CoC Governing Board, you are expected to:

ATTEND AND PARTICIPATE

- Attend Governing Board meetings regularly.
- Review meeting materials in advance.
- Participate in discussions and vote on matters before the Board.
- Notify the Board Chair when you are unable to attend a meeting.

ACT WITH INTEGRITY

- Complete required Conflict of Interest disclosures upon appointment and annually thereafter.
- Disclose any actual or potential conflicts of interest.
- Recuse yourself from discussions and votes when appropriate.

SUPPORT EFFECTIVE GOVERNANCE

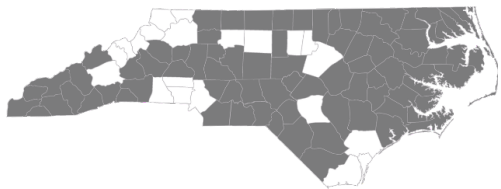
- Follow the NC BoS CoC Governance Charter and Board policies.
- Participate in committees, workgroups, or special assignments as requested.
- Help ensure transparency, accountability, and effective decision-making.

SERVE AS A LEADER

- Promote collaboration among CoC partners.
- Respect differing perspectives and experiences.
- Support meaningful participation by people with lived experience of homelessness.
- Focus on solutions that advance the CoC's mission and goals.

IMPORTANT BOARD REQUIREMENTS

- Board Members serve staggered two-year terms.
- Members are subject to the CoC's Conflict of Interest Policy.
- Governing Board meetings are generally open to the public.
- Board Members must notify the Nominations Committee of significant changes in employment or organizational affiliation that may affect their Board representation.



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HOW THE CoC IS ORGANIZED

CoC Membership: comprised of organizations and unaffiliated individuals who serve or support people experiencing homelessness across the NC Balance of State CoC's 13 regions, encompassing 79 counties throughout North Carolina.

Regional Leadership/Committees: Each Region elects one Regional Lead to serve as its representative on the CoC Governing Board. In this role, the Regional Lead is responsible for coordinating and facilitating the region's meeting schedule and serving as a liaison between the region and the broader CoC. Regional Leadership (for more information, please see pages 8–10 of the Governance Charter) consists of the following positions:

- Regional Lead
- Regional Lead Alternate
- Webmaster
- Unsheltered Access Coordinator
- Project Review Committee Representative
- Scorecard Committee Representative
- Coordinated Entry Lead

CoC Governing Board: composed of 17–29 CoC Members. Thirteen seats are reserved for designated representatives from each of the CoC's 13 regions. The remaining seats are allocated to representatives from key stakeholder sectors, individuals with lived experience of homelessness, and at-large members, as determined by the Board, to ensure compliance with HUD representation requirements and maintain a diverse balance of perspectives and expertise.

Executive Committee: consists of four elected officers, the Chair, Vice Chair, Secretary, and Treasurer, selected from among the Governing Board Members. The Committee is responsible for developing Governing Board meeting agendas, reviewing and responding to grievances, and fostering effective communication among the Governing Board, CoC Membership, Collaborative Applicant, HMIS Lead, and community stakeholders.

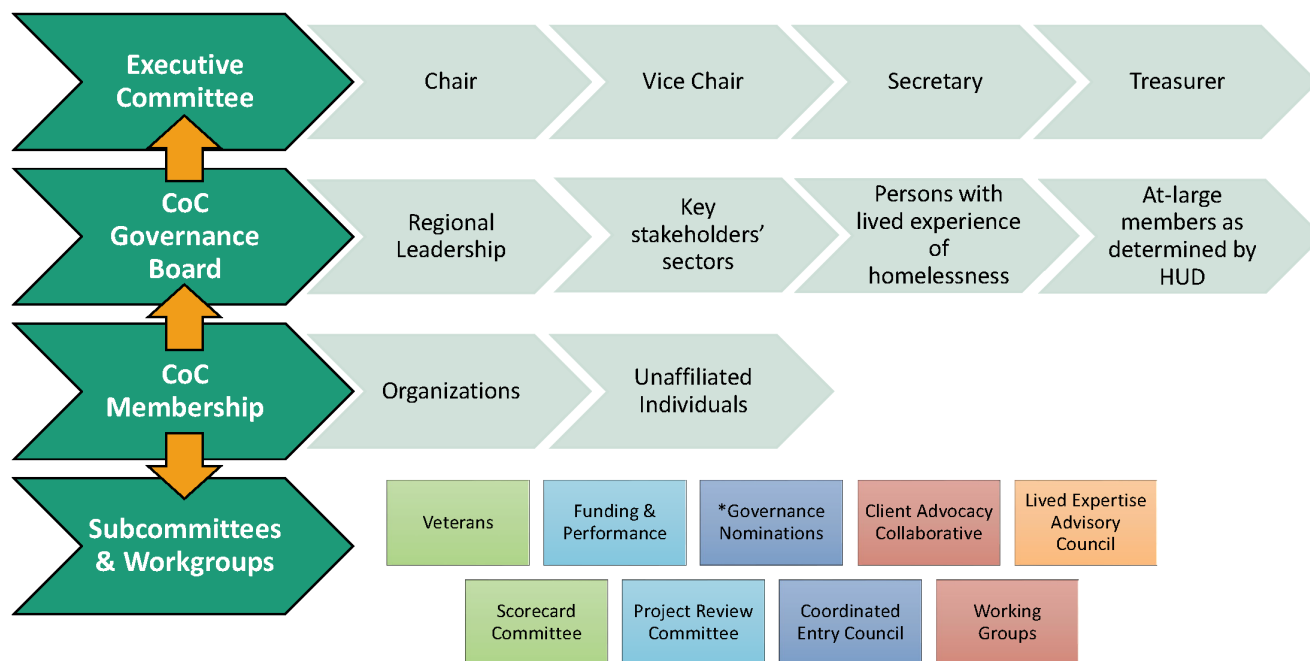


Collaborative Applicant: The entity that the CoC designates to submit the annual CoC Program Competition application and apply for planning funds on its behalf.

- For the NC Balance of State CoC, the Collaborative Applicant is North Carolina Coalition to End Homelessness (NCCEH).

Homelessness Management Information Systems (HMIS) Lead Agency: The CoC is responsible for selecting an HMIS software system that complies with HUD standards ([24 CFR 578.7\(b\)](#)). Additionally, the CoC must select an eligible entity to serve as HMIS Lead Agency and manage the HMIS on the CoC's behalf.

- For the NC Balance of State CoC, the HMIS Lead Agency is North Carolina Coalition to End Homelessness (NCCEH).



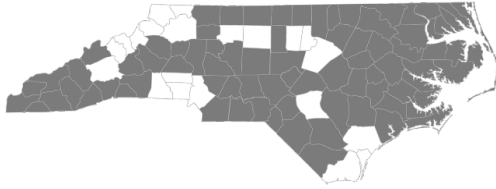
Subcommittees & Workgroups: established by the CoC Membership and Board to support the governance, planning, and operations of the CoC. Their purpose is to provide specialized expertise, inclusive representation, and structured opportunities for collaboration to ensure the CoC fulfills its mission of preventing and ending homelessness across the Balance of State.

Veterans Subcommittee	Oversees and evaluates CoC strategies to end Veteran homelessness.
Funding & Performance	Assists the Board to set goals and priorities for the CoC and to make funding decisions.
Governance Nominations	Recommends candidates to serve as at-large members on the Board.

Client Advocacy Collaborative	Oversees implementation of the annual Client Advocacy Analysis and evaluates data collected to inform the CoC Program Application.
Lived Expertise Advisory Council	Recommends actions to improve CoC policies based on the insights and expertise of people with lived experience of homelessness.
Scorecard Committee <i>*Representative determined by Region</i>	Informs the CoC's funding decisions for the CoC Program.
Project Review Committee <i>*Representative determined by Region</i>	The Committee reviews and rates each project application according to the current scorecard and recommends a ranked list of project applications for the CoC Program Collaborative Application. The Committee also recommends an application slate for the annual ESG Program.
Coordinated Entry Council	Appointed by the Board, they provide oversight for Regional Committees implementing coordinated entry.
Working Groups	Short-term, outcome-focused working groups established on an as-needed basis by the Board.

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If you have any questions about the CoC Organization section, please contact the BoS Project Coordinator at mira.sanderson@ncceh.org.



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NC BoS CoC Governance Board Conflict of Interest Policy & Disclosure Form

Policy

The standard of behavior at the North Carolina Balance of State Continuum of Care (NC BoS CoC) is that all staff and Steering Committee members carefully avoid any conflict between their personal, professional, and business interests and the interests of NC BoS CoC. This includes avoiding actual conflicts of interest as well as perceptions of conflicts of interest.

The purposes of this policy are to:

- Comply with the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 and the Continuum of Care Program, Interim Final Rule ([24 CFR Part 578](#)),
- Protect the integrity of NC BoS CoC Governance Board's decision-making process,
- Enable our constituencies to have confidence in our integrity, and
- Safeguard the integrity and reputation of Steering Committee members.

Upon election to the NC BoS CoC Governance Board, members are required to submit a full written disclosure of their interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and updated annually.

The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 requires NC BoS CoC Governance Board Members to disclose any conflicts of interest that arise in the course of meetings or activities. These include transactions, discussions, or decisions in which members (or their business or other nonprofit affiliations), their families and/or significant others, employers, or close associates will receive a benefit or gain. Members also must disclose any familial relationship, either by consanguinity or marriage, between themselves and an agent or employee of NC BoS CoC who will be directly affected by a transaction or decision. After disclosure, members must recuse themselves from participating in the transaction, discussion, and/or decision.

This policy is meant to be a supplement to good judgment – Governance Board Members will respect its spirit as well as its wording.

Disclosure Form

Personal Information
Name:
Current Employer or Business Affiliation:
Position:
Other Business Activities
Please disclose any other employment, business, or financial interest which you or a member of your immediate family may have as an officer, director, trustee, partner, employee, or agent which might give rise to a possible conflict of interest with NC BoS CoC.
Charitable or Civic Involvement(s)
Please disclose all official positions which you or any member of your immediate family may have as a director, trustee, or officer of any charitable, civic, or community organization as well as any unofficial roles such as significant donor, volunteer, advocate, or advisor which might give rise to a possible conflict of interest with NC BoS CoC.
REMINDER: <i>If at any time there is a matter under consideration that may constitute a direct or indirect conflict of interest not listed on this form, it is your obligation to disclose the facts to the Governance Board.</i>

I do hereby affirm that I have received and read the policy, and I will adhere to the document's spirit, principles, and practices.

Board Member Acknowledgement Form

I have received and reviewed the NC Balance of State CoC Governing Board Orientation Packet and understand the responsibilities and expectations associated with Board service.

Name: _____ **Date:** _____