



THIS CONTRACT is hereby made, entered into, and effective as of July 1, 2026, by and between GUILFORD COUNTY, a body politic and corporate of the State of North Carolina, hereinafter referred to as the “COUNTY,” and NEUROAGILE LEADERSHIP & WORKFORCE CONSULTING, LLC hereinafter referred to as the “CONTRACTOR,” and also collectively referred to as the “Parties.”

W I T N E S S E T H:

WHEREAS, for the purpose and subject to the terms and conditions hereinafter set forth, the COUNTY hereby contracts for the items, goods, service or services of the CONTRACTOR and the CONTRACTOR agrees to provide the items, goods, service or services to the COUNTY in accordance with the terms of this Agreement.

WHEREAS, the COUNTY is in need of Intensive Support Social Work Team – Temporary Staffing and Child Welfare Support, and

WHEREAS, the CONTRACTOR has submitted a proposal to provide such goods and/or services.

NOW, THEREFORE, in consideration of promises mutually exchanged the Parties agree as follows:

1. GOODS AND/OR SERVICES. CONTRACTOR will provide the goods and/or services as set forth in the Specifications and Proposal (Attachment A), attached hereto and incorporated herein by reference. All items and/or services shall be provided in a competent, workmanlike and professional manner acceptable to the COUNTY. Should there be any discrepancy between the CONTRACTOR'S Proposal and the Specifications (Attachment A) and/or the Contract, the Contract's first six (6) pages) shall prevail and control.

2. PAYMENT AND PRICING. As full compensation for the CONTRACTOR'S delivery of the service and/or services, the COUNTY agrees to pay the amounts for the service and/or services as set out herein and in Attachment A, which is attached hereto and incorporated herein by reference. Payment will be made by the COUNTY to CONTRACTOR according to the terms of the STATEMENT OF WORK and within thirty (30) days of receipt of a correct invoice and proper documentation that the services and/or services have been provided in accordance with this Contract.

3. MAXIMUM EXPOSURE CONTRACT. The maximum financial exposure to the COUNTY under this Contract will not exceed \$322,000.00. Payment will be made only from budgeted funds in accordance with N.C.G.S. Chapter 159. Prior to submitting any invoice for representation that exceeds the expected amount herein, the Contractor shall contact the County in writing to request additional funds within 15 days of anticipated cost overruns that would exceed the expected amount. The County shall, within 30 days of receipt of request, either approve additional cost overruns in an amended agreement or give notice of termination. County shall not be responsible for any amount that exceeds the maximum exposure amount herein without a revised/amended duly executed agreement per paragraph 6.

4. APPROPRIATION. This Contract is subject to annual appropriation of funds by the GUILFORD COUNTY Board of Commissioners or other funding source, pursuant to N.C.G.S. Chapter §153A-13.

5. TERM. Unless terminated as provided herein, this Contract shall be in effect for one (1) year, July 1 2026, and ending June 30, 2027.

6. AMENDMENTS. The terms of this Agreement may only be modified or revised with a written Contract executed by both Parties.

7. TERMINATION.

TERMINATION WITHOUT CAUSE.

COUNTY may terminate this Contract without cause or penalty upon serving a Thirty (30) day written notice to the CONTRACTOR. Subject to this Contract's provisions regarding breach, all goods and/or service provided and accepted as of the date of termination will be paid; similarly, amounts paid in advance, if any for which deliverables have not been provided and accepted by COUNTY will be promptly refunded to COUNTY by CONTRACTOR within thirty (30) days of date of termination of this Contract.

TERMINATION FOR CAUSE.

If, through any cause, the CONTRACTOR shall fail to fulfill its obligations under this contract in a timely and proper manner, the COUNTY shall have the right to terminate this Contract by giving written notice to the CONTRACTOR and specifying the effective date thereof. In that event, all finished or unfinished deliverable items prepared by the CONTRACTOR under this contract shall, at the option of the COUNTY become its property and the CONTRACTOR shall be entitled to receive just and equitable compensation for any satisfactory work completed on such materials, minus any payment or compensation previously made. Notwithstanding the foregoing provision, the CONTRACTOR shall not be relieved of liability to the COUNTY for damages sustained by the COUNTY by virtue of the CONTRACTOR'S breach of this Agreement, and the COUNTY may withhold any payment due the CONTRACTOR for the purpose of setoff until such time as the exact amount of damages due the COUNTY from such breach can be determined. In case of default by the CONTRACTOR, without limiting any other remedies for breach available to it, the COUNTY may procure the contract's services from other sources and hold the CONTRACTOR responsible for any excess cost occasioned thereby. The filing of a petition for bankruptcy by the CONTRACTOR shall be an act of default under this Contract.

8. BREACH. If, through any cause, CONTRACTOR or COUNTY ("the breaching party") shall fail to fulfill its obligations under this Contract in a timely and/or proper manner ("breach"), either in whole or in part, and such breach has continued for a period of more than ten (10) days after the other party ("the non-breaching party") has notified the breaching party of such breach, in addition to the right to terminate the Contract upon notice to the breaching party, the non-breaching party shall have all legal, equitable, and administrative rights available under applicable law. Without limiting other remedies, where COUNTY is the non-breaching party, COUNTY may: Withhold any payment due CONTRACTOR for the purpose of setoff until such time as the exact amount of damages due COUNTY from such breach can be reasonably determined (at which time the amount shall be deducted from any payment(s) otherwise due to CONTRACTOR) and/or procure the contracted for services or goods from other sources and hold CONTRACTOR responsible for any excess cost occasioned thereby. The filing of a petition for bankruptcy by CONTRACTOR shall constitute an act of breach under this Contract.

9. EQUAL EMPLOYMENT OPPORTUNITIES. GUILFORD COUNTY and the awarded Vendor shall comply with Equal Employment Opportunities (EEO) requirements, and shall ensure that all individuals have an equal opportunity for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status under the Guilford County EEO Plan, as amended, implemented in accordance with the following laws, as amended: Title VII and Title IX of the Civil Rights Act of 1964; The Equal Pay Act of 1963; the Age Discrimination in Employment Act of 1967; the Rehabilitation Act of 1973, as amended (Section 503); the Americans with Disabilities Act of 1990

the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA); the Civil Rights Restoration Act of 1988; NC General Statutes Chapters 116 and 126 and Title II of the Genetic Information Nondiscrimination Act of 2008, the State of North Carolina Equal Employment Opportunity Policy rev. 2025 along with all other applicable federal and state laws governing equal employment opportunities.

10. FEDERAL FUNDING – UNIFORM GUIDANCE. The Parties agree that when utilizing federal funding in the performance of this Agreement, the Parties shall comply with all applicable provisions of 29 C.F.R. §200.326 and 2 C.F.R. Part 200, Appendix II, (Uniform Guidance), including, but not limited to Davis-Bacon Act (40 U.S.C. 3141-3148); Copeland "Anti-Kickback" Act (40 U.S.C. §3145, as supplemented by Department of Labor (DOL) regulations, 29 C.F.R. Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"); Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708, as supplemented by DOL regulations at 29 C.F.R., Part 5. See 2 C.F.R. Part 200, Appendix II(E); Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act, as amended (33 U.S.C. 1251-1387); Debarment and Suspension (Executive Orders 12549(1986) and 12689(1989) at 2 C.F.R. Part 180 and the DHS' regulations at 2 C.F.R. Part 300 (Nonprocurement Debarment and Suspension); Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) Procurement of Recovered Materials (2 C.F.R. Part 200, Appendix II(J) and §200.322); Rights To Invention by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements (37 C.F.R. Part 401); Record Retention Requirements (2 C.F.R. §200-324); and subsequent amendments, which are incorporated herein by reference.

11. NOTICES. All notices pursuant to this Agreement shall be in writing and delivered personally or mailed by certified mail, registered mail, postage prepaid, with return receipt requested, at the addresses appearing below, but each Party may change such address by written notice in accordance with this paragraph. Notice delivered personally will be deemed communicated as of actual receipt. Mailed notices will be deemed communicated as of three (3) days after mailing.

Victor Isler, Guilford County Manager
GUILFORD COUNTY
P.O. Box 3427 (zip code 27402)
301 West Market Street
Greensboro, NC 27401

CRAIG VANDERWEIDE
NEUROAGILE LEADERSHIP & WORKFORCE CONSULTING, LLC
2449 Dale Road
Spruce Pine, NC 28777

12. INDEPENDENT CONTRACTOR/INDEMNIFICATION CONTRACTOR shall operate as an independent contractor for all purposes. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between the COUNTY and either the CONTRACTOR or any employee or agent of CONTRACTOR. CONTRACTOR is an independent contractor and not an employee, agent, joint venture or partner of the COUNTY. The Parties agree to each be solely responsible for their own acts or omissions in the performance of each of their individual duties hereunder, and shall be financially and legally responsible for all liabilities, costs, damages, expenses and attorney fees resulting from, or attributable to any and all of their individual acts or omissions to the extent allowable by law.

13. ASSUMPTION. If CONTRACTOR should undergo merger, acquisition, bankruptcy or any change in their ownership or their name for any reason, CONTRACTOR must immediately notify GUILFORD COUNTY in writing of these changes and provide the COUNTY with legal documentation supporting these changes, such as an Assumption Agreement, Bill of Sale, Articles of Incorporation, Articles of Amendment, sales contract, merger documents, etc. Further, CONTRACTOR will submit the name and address of the

assuming CONTRACTOR'S registered agent for service of process and/or all notices required under this Contract.

14. SEVERABILITY. If any provision of this Contract is held unenforceable, then such provision will be modified to reflect the Parties' intention. All remaining provisions of this Contract shall remain in full force and effect.

15. FORCE MAJEURE. Neither Party shall be liable to the other Party for any failure or delay caused by events beyond such Party's control and not due to its own negligence, provided that such Party use commercially reasonable efforts to resume performance as soon as reasonably practicable. The non-performing Party shall notify the other Party of the force majeure event within twenty-four (24) hours of the onset thereof. In the event that a force majeure event precludes CONTRACTOR from performing service and/or providing goods for a period of ten (10) consecutive business days, the COUNTY shall have the right to: (a) procure replacement goods and/or services from an alternative source and/or (b) terminate the Contract or portion(s) of Contract upon written notice to CONTRACTOR.

16. HEADINGS/TITLES/WORDING. Inclusion of titles of paragraphs or section headings, capitalization of certain words or phrases and/or bold face typestyle of certain words or phrases in this Contract are for convenience purposes only and shall not be used to interpret or construe the provisions of this Agreement. The terms "Contract" and "Agreement" have the same meaning and may be used interchangeably throughout this document. The terms "Attachment" and "Exhibit" have the same meaning and may be used interchangeably throughout this document.

17. GUILFORD COUNTY LIABILITY INSURANCE REQUIREMENTS.

WORKERS COMPENSATION: CONTRACTOR agrees to maintain coverage to apply for all employees for statutory limits in compliance with the applicable state and federal laws. The policy must include employer's liability with limits of at least \$1,000,000.00 for each accident, \$1,000,000.00 for each employee with at least a \$1,000,000.00 aggregate policy limit.

COMMERCIAL PROFESSIONAL LIABILITY: CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per occurrence with at least a \$2,000,000.00 aggregate limit. This shall include independent contractors. If policy is on a claims-made basis, the coverage must be maintained for at least three (3) years after the completion of services. This includes provisions for retroactive dates and extended reporting coverage if the policy is canceled.

BUSINESS AUTO LIABILITY: CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per accident combined single limit for bodily injury liability and property damage. This should include owned vehicles, plus hired and non-owned vehicles.

COMMERCIAL GENERAL LIABILITY: CONTRACTOR does hereby agree to maintain limits of at least \$1,000,000.00 per occurrence, per location, single limit for bodily injury liability and property damage liability, with a \$2,000,000.00 aggregate limit, per location. This shall include premises and/or operations independent contractors, products and/or completed operations, broad form property damage and explosion collapse and underground damage coverage, and a contractual liability endorsement.

UNDERWRITING, ADDITIONAL INSURED, AND CANCELLATION NOTICE REQUIREMENTS: All insurance shall be written by companies with an AM Best rating "A" or higher. GUILFORD COUNTY shall be named as an additional insured on CONTRACTOR insurance policies, which shall be primary and not contributory to any other insurance that may be available to the COUNTY. Such certificates shall require that the policies shall not be canceled or reduced in coverage until thirty (30) days written notice of such cancellation or reduction has been received by CONTRACTOR and GUILFORD COUNTY.

MAINTENANCE OF INSURANCE COVERAGE AND RENEWAL DOCUMENTATION
CONTRACTOR original insurance policies or certified copies of policies may be required by COUNTY at

any time. Current, valid insurance policies meeting the requirements stated herein shall be maintained for the duration of the Agreement. Renewed policies shall be sent to the COUNTY at the above address thirty (30) days prior to any expiration date.

Upon the COUNTY'S offer of award of this Agreement, CONTRACTOR will provide Certificates of Insurance for meeting the required insurance provisions. The Certificate of Liability shall state, "Guilford County is added as an additional insured as evidenced by the endorsement attached to this Certificate. CONTRACTOR will provide copies of insurance certificate(s) Guilford County Purchasing with their award package.

All insurance documents required under this Contract shall be forwarded to:

GUILFORD COUNTY

Attention: Risk Management

301 West Market Street

Greensboro, NC 27401

Reference: GUILFORD COUNTY CONTRACT NO. 90270439

With CONTRACTOR'S NAME: NEUROAGILE LEADERSHIP & WORKFORCE CONSULTING, LLC

In the event CONTRACTOR fails to maintain and keep in force for the duration of this Contract the insurance required herein, the COUNTY may cancel and terminate this Contract without notice.

18. ENTIRE AGREEMENT. This Contract, including the Exhibits and/or Attachments, if any, sets forth the entire Agreement between the Parties. All prior conversations or writings between the Parties hereto or their representatives are merged within and extinguished. This Contract shall not be modified except by writing subscribed to by all the Parties.

19. JURISDICTION. The Parties agree that this Contract is subject to the jurisdiction and laws of the State of North Carolina. The CONTRACTOR will comply with bid restrictions, if any, and applicable laws including N.C.G.S. §143-129(j) regarding E-Verify. Any controversies arising out of this Contract shall be governed by and construed in accordance with the laws of the State of North Carolina.

(The remainder of this page is intentionally left blank.
This Contract continues with signatures on the following page.)

WITNESS the following signatures and seals all pursuant to authority duly granted, effective as of the day and year first above written.

GUILFORD COUNTY

ATTEST:

Print Name:

Title:

Date:

Print Name:

Title:

Date:

**NEUROAGILE LEADERSHIP
& WORKFORCE
CONSULTING, LLC**

ATTEST:

Craig Vanderweide

Angela Pittman-Vanderweide

Title: COO

Witness

Print Name: Craig Vanderweide

Print Name: Angela Pittman-Vanderweide

Date: 07/28/2026

Date: 07/28/2026

Guilford County Department Director / Designee

Date



Guilford County Department of Social Services

**Proposal for
Leadership and Practice Capacity-
Building &
Intensive Support Social Work Team**



Angela Pittman – Vanderweide, DSW, MSW
CEO/Founder and Collaborative Capacity - Builder
Allies4Outcomes
allies4outcomes.com
(828) 713-9877
angela@allies4outcomes.com



June 26, 2026

Natalie Craver, HHS Director
Sharon Barlow, DSS Director
Guilford Dept. of Social Services
1203 Maple St.,
Greensboro, NC 27405

Re: Proposal for Capacity-Building & Intensive Support Social Work Team

HHS Director Craver & DSS Director Barlow,

Thank you for the opportunity to present a proposal to continue deepening, expanding, and operationalizing the systems and leadership practices established to date for sustainability. We have combined the scopes of work discussed with Director Barlow and included them as the following options in this proposal for consideration:

1. **Intensive Support Social Work Team** – ongoing completion of assessments, permanency planning visits, and guardianship visits, as needed, to provide flexible capacity support aligned with program needs in FY26/27
2. **Leadership & Practice Capacity-Building®** with 1) Child Welfare: Division Director & Program Administrators, 2) Adult Services Program Managers and Division Director, 3) Economic Services Division Director & Economic Services Leadership Team (10 members), and 4) Fiscal Leaders
 - **Learning Sessions** focused on Executive Leader Practices, with emphasis on the Economic Services leadership team and other teams as needs arise
 - **Leadership & Practice Capacity-Building®** — One-on-One & Group Coaching, Modeling, and Capacity-Building to enhance executive team oversight, management, leadership, leading teams and cultivating trust, and practice to better drive policy application to practice, supervisory case conferences, documentation review and feedback, pre-staffing before going in the field, field observation of workers, safety planning and evaluation, decision-making, case trajectory, and oversight of child welfare casework for stronger outcomes
3. **CQI – Dashboards, Data Trends, and Infrastructure Support** – This advances CQI from development to active operational integration, using data and structured processes to drive performance, decision-making, and accountability.
 - Data Driven Performance: Consistent tracking of data trends for outcomes, integrating dashboards into day-to-day leader practice, and leveraging data to inform leadership decisions from the HHS and DSS Directors
 - Strengthening CQI as a strategic partner to program teams
 - Connecting & integrating program outcomes data to overall HHS goals

- Model, coach, and support the CQI Program Manager across all program areas in:
 - Enhancing communication, language, and approach of the CQI team with Program Teams
 - Improve how CQI translates data into actionable insights for program staff
 - Enhancing the Aging & Adult Services CQI, Training & Onboarding, and Quality Assurance model
 - Finetuning the Child & Family Services CQI, Training & Onboarding, and Quality Assurance model
 - Strengthen consistency, onboarding effectiveness, and performance monitoring

This multi-level approach aligns with national best practice standards in leadership coaching, such as those defined by the International Coaching Federation (ICF) and the Center for Creative Leadership (CCL). This approach supports leaders through a phased process that includes relationship-building, co-creation of goals, skill development, and system-level application.

Budget Summary for All Options

The budget outlined below is designed for a year-long sustainability engagement for all scopes of work in the proposal. For Leadership & Practice Capacity-Building, we propose emphasizing one-on-one capacity-building through modeling, coaching, and leader-practice observations, both onsite (in person) and remotely. The Capacity-Building timeframe is strategically aligned with evidence-based benchmarks indicating the time typically required to initiate and sustain meaningful shifts in organizational culture. Research on leadership capacity-building and organizational transformation consistently emphasizes that sustainable change - particularly changes involving values, behaviors, and mindsets - requires both time and intentional, iterative engagement. This timeline allows for a comprehensive cycle of ongoing evaluation, modeling, support, assessment, coaching, implementation, reflection, and adaptation.

Project budgets were structured using an all-inclusive rate that encompasses consultant time, travel-related expenses (including mileage, travel time, rental vehicles, and airfare, as applicable), per diem for ISSWT only (meals), lodging, program operating costs, and an administrative fee. A4O will invoice Guilford County solely for actual time worked. Rates are as follows:

Intensive Support Social Work Team:

Workers: \$100 per hour for workers with travel time, mileage, hotel, and administrative costs itemized for reimbursement.

Supervisors/Manager: \$130/hour

Capacity-Building:

Executive Consultants: \$300/hour

Capacity-Building Consultants: \$200/hour

Please note that if you have a limited budget, we can discuss alternatives and prioritize services as needed. **A4O has been able to work within every county's budget thus far. If you have a defined funding amount to apply, we can adapt and co-design an engagement that prioritizes where the A4O team can bring the most value to what matters most to your county.**

Deliverables	Rate & Description	Budget	Total After 35% Reimbursement*
Deliverable 1: Intensive Social Work Support Team – Assessments and Permanency Planning Quality Visits (Based on last year actuals)	\$100/hour, workers, \$130/hour supervisory oversight	\$292,000	\$189,800
Deliverable 2: Leadership & Practice Capacity – Building with 1) Child Welfare: Division Director & Program Administrators, 2) Adult Services Program Managers and Division Director, 3) Economic Services Leadership Team (10 members), and 4) Fiscal Leaders Deliverable 3: CQI – Dashboards, Data Trends, and Infrastructure Support	Executive Consultants: \$300 Capacity-Building Consultants: \$200	\$30,000	\$19,500

We appreciate your consideration of this proposal and are excited about the opportunity to partner with the Guilford County team to continue to support sustainable strategies to strengthen organizational leadership, culture, and outcomes. If you have questions or need further information, please contact me at (828) 713-9877 or angela@allies4outcomes.com.

In Partnership,

Dr. Angela Pittman-Vanderweide
CEO/Founder

Guilford County Partnership: Progress and Sustainability

Since 2024, the partnership with Guilford County DSS has focused on advancing a comprehensive, system-wide transformation centered on leadership capacity, organizational culture, and continuous quality improvement. In close collaboration with HHS and DSS executive leadership, this work has intentionally moved beyond traditional training models toward embedded, practice-based capacity-building, equipping leaders at every level to drive outcomes through stronger supervision, clearer accountability, and aligned organizational systems.

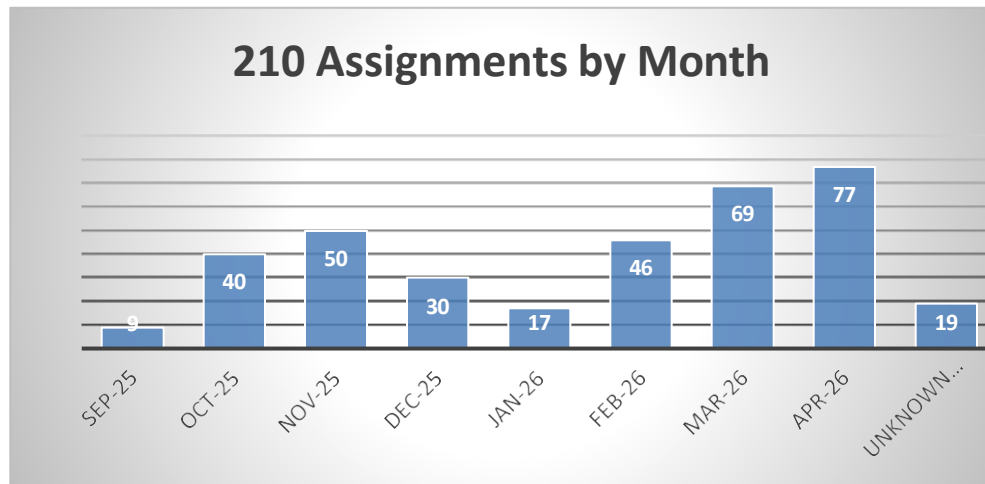
A central focus has been strengthening leadership across Division Directors, Program Administrators (both veteran and new), and Program Managers through real-time coaching, modeling, and applied learning. Concurrently, the partnership has supported the development and implementation of a sustainable Continuous Quality Improvement (CQI) infrastructure that integrates data use, quality assurance, training, and onboarding into a more cohesive and actionable system.

This work has also addressed broader organizational priorities, including shifting culture toward psychological safety and high performance, refining structures and standard operating procedures, and aligning leadership and practice across Child Welfare and Aging & Adult Services. Through deep data analysis, leadership coaching, and CQI model development, Guilford County DSS has established a strong foundation for sustained improvement and is well-positioned to move into a more advanced phase of integration, performance management, and leadership succession. In addition, in July 2025, Director Barlow requested that the Intensive Support Social Work Team help complete direct practice work to help with completing assessments and completing visits in permanency planning.

Key Accomplishments (2024-Present)

- **Organizational & Culture Change**
 - Addressed systemic barriers impacting service delivery and outcomes
 - Advanced a culture of safety, accountability, and continuous improvement
 - Supported refinement of organizational structure and standard operating procedures
- **Leadership Capacity-Building**
 - Delivered intensive coaching and modeling for:
 - Division Directors
 - Program Administrators (including onboarding new leaders)
 - Program Managers and select supervisors
 - Integrated leading, managing, coaching, and accountability practices into daily work
- **Executive Alignment & Sustainability**
 - Partnered with HHS/DSS leadership to strengthen organizational health and integration
 - Facilitated retrospective and sustainability planning sessions
 - Supported leadership succession planning and role clarity
- **Continuous Quality Improvement (CQI) Development**
 - Conducted Deep Data Dives (D3) into performance and systemic drivers
 - Initiated minimal integration of CQI with training, onboarding, and quality assurance functions (CQI team focused on case reviews and other data needs, hindering progress)
- **Program-Specific Strengthening**
 - Child Welfare: Enhanced leadership capacity related to safety, permanency, and workforce

- Aging & Adult Services: Strengthened leadership, communication, and team performance
- Increased alignment across programs and divisions
- Embedded, Practice-Based Approach
- Provided in-the-work coaching and real-time support
- Focused on sustainable behavior change and system improvement
- **Intensive Support Social Work Team: From September 2025 - Present**
- Assessment Task support on cases – 347 assessment cases



- Quality Child Visits of Children in Care – 339 visits
Note: In cases where visits were not completed, either diligent efforts were made and then staffed with the county, or the worker in the county completed the visit
- Quality Child Visits with Parents of Children in Care – 125 visits
Note: In cases where visits were not completed, either diligent efforts were made and then staffed with the county, or the worker in the county completed the visit

Proposed Scope of Work, FY26/27

In continuing to build upon the capacity-building work already completed, the FY26/27 scope is designed to deepen, expand, and operationalize the systems and leadership practices established to date. The focus shifts from foundational development to precision, integration, and performance-driven execution, with a strong emphasis on leveraging CQI as a core management tool. We are including the following options in this proposal for consideration:

1. **Intensive Support Social Work Team** – ongoing completion of assessments, permanency planning visits, and guardianship visits, as needed, to provide flexible capacity support aligned with program needs in FY26/27
4. **Leadership & Practice Capacity-Building®** with 1) Child Welfare: Division Director, Program Administrators, 2) Adult Services Program Managers and Division Director, 3) Economic Services Leadership Team, and 4) Fiscal Leaders

- **Learning Sessions** focused on Executive Leader Practices, with emphasis on Economic Services leadership team and other teams as needs arise
 - **Leadership & Practice Capacity-Building©** — One-on-One & Group Coaching, Modeling, and Capacity-Building to enhance executive team oversight, management, leadership, leading teams and cultivating trust, and practice to better drive policy application to practice, supervisory case conferences, documentation review and feedback, pre-staffing before going in the field, field observation of workers, safety planning and evaluation, decision-making, case trajectory, and oversight of child welfare casework for stronger outcomes
5. **CQI – Dashboards, Data Trends, and Infrastructure Support** – This advances CQI from development to active operational integration, using data and structured processes to drive performance, decision-making, and accountability.
- Data Driven Performance: Consistent tracking of data trends for outcomes, integrating dashboards into day-to-day leader practice, and leveraging data to inform leadership decisions from the HHS and DSS Directors
 - Strengthening CQI as a strategic partner to program teams
 - Connecting & integrating program outcomes data to overall HHS goals
 - Model, coach, and support the CQI Program Manager across all program areas in:
 - Enhancing communication, language, and approach of the CQI team with Program Teams
 - Improve how CQI translates data into actionable insights for program staff
 - Enhancing the Aging & Adult Services CQI, Training & Onboarding, and Quality Assurance model
 - Finetuning the Child & Family Services CQI, Training & Onboarding, and Quality Assurance model
 - Strengthen consistency, onboarding effectiveness, and performance monitoring

The goal is to continue to strengthen leaders at all levels of the organization, with practical tools, applied leadership and practice strategies, and consistent coaching and feedback to strengthen leadership effectiveness, supervisory practice oversight, and frontline practice quality. Through the A4O Leadership & Practice Capacity-Building© model, leaders will strengthen their ability to support teams, make informed, aligned decisions, and consistently apply policy and best-practice standards to improve outcomes for children, families, and the community.

At the same time, the complexity of the work necessitates deeper supervisory and managerial skill in oversight, coaching, and accountability. Both new and experienced leaders need structured support to effectively guide practice, reinforce expectations, and ensure consistent decision-making. A4O Leadership & Practice Capacity-Building© serves as that bridge.

The model is grounded in real work – ***practical, tangible, actionable solutions*** - not theory. Capacity is built through structured case conferencing that connects policy to live decisions; review and feedback on documentation and structured decision-making tools; field observation of practice and safety planning; and targeted coaching in safety evaluation and risk assessment. Oversight practices are strengthened to ensure timely, effective intervention. Each component is designed to move staff beyond understanding to consistent, confident, and independent practice, building capacity that is embedded, sustained, and measurable.

A4O Leadership & Practice Capacity-Building Model©: Where Neuroscience Meets Practice

*****See addendum 1 for a full description of the Leadership & Practice Capacity-Building© Model***

The Immersive Leadership & Practice Capacity-Building is a transformative model designed to strengthen leaders' ability to drive meaningful, sustainable change. Rooted in the latest neuroscience and implementation science, this model helps human services leaders translate complex learning into practical, everyday action. While it can be applied across a range of organizations, it is most powerfully used in child welfare leadership to support system transformation, program improvement initiatives, and high-stakes periods such as litigation, corrective action, or the divestiture of statutory director authority. By integrating cutting-edge insights into how the brain learns, adapts, and leads through change, this immersive capacity-building experience equips leaders to navigate complexity, foster team resilience, and sustain improvements that impact practice and outcomes.

The A4O **Leadership & Practice Capacity-Building©** model is grounded in neuroscience-informed leadership principles and further integrates two foundational theoretical frameworks, thereby deepening its impact on executive leadership development and organizational transformation. The model incorporates Critical Consciousness as a framework for leading with intentional self-reflection and analyzing organizational systems through critical awareness, political efficacy, and necessary action, equipping leaders at all levels to examine the assumptions, power dynamics, and systemic patterns that shape organizational culture, practice quality, and outcomes for children and families.

The model also integrates Self-Determination Theory, which identifies a person's intrinsic and external motivations for meeting the psychological needs of autonomy, competence, relatedness, and belonging, ensuring that executive leaders understand how to create the conditions in which people are motivated to grow, perform, and remain committed to the work. Together, these frameworks address both the structural and relational dimensions of leadership, equipping executive leaders to think critically about the systems they oversee while cultivating the trust, psychological safety, and motivational conditions necessary to sustain a healthy, effective, and resilient workforce.

The Leadership and Practice Capacity-Building© model also integrates intersecting

methodologies, resulting in a science-based, collaborative approach:

1. Neuroscience-Informed Leadership Practices and Technical/Managerial Day-to-Day Practices
2. Applied through an Immersive Capacity-Building Model – a “Learning Ecosystem”

NeuroView Leadership Assessments via Envisia Learning, Inc.

At Allies4Outcomes, we partner with Envisia Learning Inc. to integrate their rigorously developed, reliable, and valid assessments created by Dr. Paul Zack and Dr. Kenneth Nowack, including the NeuroLeader TrustView, NeuroTeam View, and EiView, as a cornerstone of our data-driven leadership capacity-building work. With over 30 years of expertise in applying psychology, neuroscience, and talent development, Envisia’s research-backed tools are designed to drive real and lasting behavioral change. Their body of work includes peer-reviewed studies and white papers on emotional and social competence, habit change, feedback strategies, resilience, and neuroscience-informed leadership practices. Using these assessments, leaders and teams gain a clear, evidence-based understanding of how trust, psychological safety, emotional intelligence, and team dynamics are perceived and experienced within their organizations. We then translate these insights into action through our Immersive Leadership Capacity-Building Model, helping leaders strengthen relational equity, align and mobilize teams, and accelerate performance, retention, and organizational health at every level.

Neuroscience-Informed Leadership Practices

Neuroscience-informed leadership practices are grounded in the latest neuroscience research¹, highlighting the connection between brain function and effective leadership. These practices prioritize behaviors that foster trust, psychological safety, inclusion, and belonging - key elements that activate the brain's reward system to reduce threat responses and support optimal cognitive and emotional performance. By aligning leadership behaviors with how the brain processes safety and connection, leaders can create environments where individuals feel valued, motivated, and empowered to thrive. By embedding principles of neuroleadership, leaders cultivate an environment that promotes:

- Apply twelve neuroscience-informed leadership practices biologically proven to improve trust, psychological safety, and performance.
- Organizational Growth Mindset: Encouraging adaptability and continuous learning.
- Emotional Regulation: Equipping leaders to manage stress and respond thoughtfully.
- Engagement and Resilience: Fostering motivation, persistence, and a solution-oriented mindset.

¹ Zak, P. J. (2017). *Trust factor: The science of creating high-performance companies*. AMACOM.

- **Communication & Feedback Loops:** Utilizing a neuroscience-informed approach to craft and deliver key messages, engage both the workforce and clients, promote transparent communication, and encourage meaningful input on change.
- **Psychological Safety & High-Performing Teams:** Creating environments where individuals feel safe to take risks, voice ideas, and contribute fully, driving team innovation and effectiveness.
- **Collaborative Dynamics:** Strengthening teamwork, stakeholder trust, and community relationships.

Technical and Managerial Leadership Practices

This integrated framework promotes leadership growth by weaving neuroscience-informed practices into the fabric of day-to-day operations through technical and managerial leadership strategies. Grounding leadership growth in both brain science and operational realities supports more effective, resilient, and balanced leadership practice. By integrating these practices, organizations transition from cultures driven by fear and compliance to climates enriched by psychological rewards, innovation, and high-performance collaboration. Technical and managerial practices focus on:

- **Strategic Decision-Making:** Enhancing leaders' ability to make data-driven, impactful decisions.
- **Policy-to-Practice Alignment:** Bridging the gap and aligning policy and quality, practice, and service delivery
- **Supervision Practices:** Both support and hold team members accountable for results
- **Operational Excellence:** Strengthening managerial competencies for efficiency, accountability, and results-driven leadership through a growth mindset and continuous quality improvement.
- **Stakeholder and Client Engagement:** Engaging with the workforce and magnifying the voice of clients in policy, practice, and organizational processes

The A4O model roots leadership in two grounding neuroscience approaches: the practice of emotional regulation, emphasizing its critical role in effective leadership and growth mindset, or continuous quality improvement. Our focus is on practical strategies that workers, supervisors and leaders can immediately apply to better support their teams, strengthen organizational health and resilience, and enhance collaboration, both in service to the public and within internal teams. The Immersive Capacity-Building Model co-creates sustainable solutions tailored to the specific challenges leaders face, delivering both immediate impact and long-term results.

Immersive Capacity-Building: A Learning Ecosystem©

Grounded in implementation science, the Immersive Capacity-Building framework serves as the connector between neuroscience and technical/managerial dimensions. It mirrors the continuous quality improvement – or growth mindset – in HHS organizations. This multi-tiered approach ensures that learning is not a one-time event but an ongoing application, reflection, and refinement process. This dynamic “learning ecosystem” ensures that leadership principles are actively lived, practiced, continuously refined, and enriched through personalized one-on-one executive coaching embedded in daily environments, providing real-time support and feedback. The A4O Leadership & Practice Capacity-

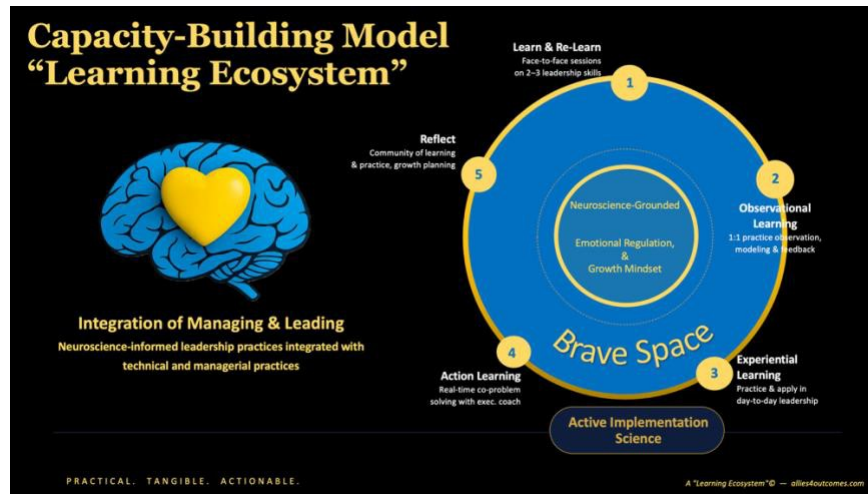
Building Model intentionally integrates multiple perspectives, data sources, insights into organizational culture, and direct observation to inform targeted, responsive capacity-building coaching. This comprehensive, systems-informed approach ensures learning is grounded in real practice, aligned across roles, and directly connected to the organizational context in which leaders and teams operate.

The five phases of learning that create a learning ecosystem for workers, supervisors, and leaders serve as a conduit for applying learning that is critical to both organizational and team success. The five phases consist of Learning and Relearning leadership practices (one-on-one versus monthly learning sessions), Observational Learning, Experiential Learning, Action Learning, and Community of Learning and Practice. See below for definitions.

- Learning and Relearning: Learning Sessions
 - Team members attend a monthly learning session to learn 2-3 concrete skills, including neuroscience-informed leadership and technical/managerial practices, which they can apply the next day.
- Observational Learning:
 - Affinity Group Capacity-Building is intentionally designed to deepen learning through role-alike, function-specific engagement in small, facilitated groups that create psychologically safe spaces for honest reflection and skill development. Participants bring forward real-time leadership, supervisory, and practice challenges, which become the foundation for facilitated brainstorming, critical thinking, coaching, and peer problem-solving grounded in policy and practice expectations. This real-time application strengthens decision-making, accelerates learning from the monthly sessions, and allows participants to test ideas, receive multiple perspectives, and translate insight into immediate action. By anchoring learning in lived experience, affinity groups reduce isolation, build collective ownership of solutions, and directly support organizational health, culture, and climate.
 - One-on-one observations, both in person and virtual (when applicable), to magnify strengths, identify areas of growth, and develop a growth plan. Includes results from Neuroview Leadership Assessment, observations, and feedback from peers/supervisors/managers/administrators.
 - Modeling and Coaching: Providing leaders with opportunities to observe the coach demonstrating a leadership practice and then practicing themselves
 - Opportunity for Reflective Feedback, grounded in real-time environments.
 - Practice Observations: The NC DHHS Leader, Supervisor, and Worker Practice Standards observation tool helps provide feedback on strengths, areas for growth, and growth plans. This is a transparent partnership with clear, concise, and open communication loops.
- Experiential Learning: Practicing and Applying new Leadership Practices in Day-to-Day Leadership and Management
- Action Learning - Real-time co-problem solving and decision-making: Offering leaders real-time access for applying learning, building confidence, and meaningful coaching to reinforce learning through real-world scenarios.
- Community of Learning and Practice: A collaborative convening of colleagues to critically reflect on their application of leadership practices - highlighting successes, addressing challenges, and generating actionable strategies for continuous improvement.

- Results - Practical, Tangible, Actionable Outcomes: Translating theoretical knowledge into tangible, measurable results that drive organizational change

“Learning Ecosystem”©



Pittman-Vanderweide (2021)

Organizational Leadership, Practice, and System Outcomes

The following objectives and outcomes reflect the intended impact of the A4O Leadership & Practice Capacity-Building© model at the administrator and division director level. This framework equips upper leadership with the executive and division-level capabilities necessary to strengthen strategic decision-making, cross-divisional alignment, supervisory practice oversight, CQI effectiveness, workforce development, and organizational performance across all program areas—including Child Welfare and Aging & Adult Services. Through immersive real-time coaching, applied learning, and real-time feedback loops, the model strengthens executive leadership effectiveness, improves division-level oversight and practice quality, enhances CQI communication and data utilization, and builds sustainable organizational capacity.

	Leadership	Workforce	Operational & Fiscal	Client & Community
Objectives	Strengthen executive and division-level leadership effectiveness, strategic alignment, cross-divisional coordination, and neuroscience-informed decision-making across all program areas.	Build the leadership capacity of administrators and division directors to develop, support, and retain high-performing supervisors, managers, and frontline staff across all divisions.	Improve organizational effectiveness, CQI communication and data utilization, fiscally responsible decision-making, and cross-divisional alignment between leadership, supervision, practice, and resource stewardship.	Improve service quality, community responsiveness, and outcomes for children, families, adults, and the community through stronger executive leadership and division-level oversight.

Outcomes	• Administrators and division directors apply neuroscience-informed leadership practices—	• Administrators and division directors strengthen their coaching, mentoring, and development of managers and	• Administrators and division directors strengthen organizational oversight through more	• Improved executive leadership and division-level oversight strengthen the quality,
	Leadership	Workforce	Operational & Fiscal	Client & Community

	strengthening emotional regulation, trust-building, and psychologically safe environments—to model the leadership culture expected across all levels of the organization. • Executive and division-level leaders strengthen strategic alignment, role clarity, and cross-divisional coordination, resulting in more unified organizational direction and more effective execution of agency priorities. • Administrators and division directors strengthen supervisory practice oversight of managers and supervisors through consistent consultation, structured feedback, reflective leadership practices, and accountability aligned with policy and practice expectations. • Division directors leading Aging & Adult Services strengthen their capacity to adapt and apply the neuroscience-informed leadership and practice model to the unique service delivery context, regulatory requirements, and client populations within adult services programming.	supervisors, building a leadership pipeline that sustains workforce capability beyond individual tenure. • Executive leaders model and reinforce reflective supervision, structured feedback, and accountability practices that cascade through the supervisory chain to frontline practice. • Workforce engagement, resilience, and retention improve as administrators and division directors create conditions for psychological safety, clearer expectations, professional growth, and stronger supervisory support across all divisions. • Division directors strengthen their capacity to identify, develop, and retain emerging leaders within their divisions, ensuring leadership continuity and succession readiness.	consistent cross-divisional supervision, performance accountability, case review practices, and fiscally responsible decision-making aligned with priorities. • CQI team communication, language, and approach are enhanced through executive leadership guidance, ensuring CQI engagement with program staff is collaborative, accessible, and non-punitive. • CQI capacity to translate data into actionable insights for program staff improves, as administrators and division directors establish clear expectations for how data is communicated, contextualized, and used to support practice improvement rather than compliance monitoring alone. • Alignment improves between policy, practice, supervision, leadership, and fiscal stewardship across all divisions—including Child Welfare and Aging & Adult Services—resulting in more consistent, efficient, and effective use of resources. • Administrators and division directors strengthen feedback loops between CQI, leadership, and frontline teams, creating a culture of CQI where data informs decision-making at all levels.	consistency, and timeliness of service delivery across all program areas, including Child Welfare and Aging & Adult Services. • Stronger cross-divisional alignment and supervisory oversight improve client engagement, assessment accuracy, and intervention effectiveness across the agency. • Enhanced organizational and workforce effectiveness—driven by administrator and division director leadership—improve system responsiveness, client outcomes, and community trust. • Division directors strengthen their divisions’ capacity to respond to the unique needs of their client populations, ensuring that service delivery is informed by both neuroscience-informed practice and the specific regulatory and practice context of each program area.
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Capacity-Building Deliverables

Communication and feedback loops are key to any successful partnership. The A4O Team, DSS Director, and others they identify will meet weekly or monthly to ensure ongoing communication, planning, progress updates, and refinement to course-correct when needed.

Project Management: Engagement Charter Discussion and Customer Service Commitment & Partnership Guide

- FY26/27 Kickoff Meeting – **Engagement Charter Discussion and Customer Service Commitment & Partnership Guide**
- Consistent meetings (as agreed upon in planning) to discuss strengths, areas of need, and ideas for improvement & progress updates
- Clear, timely, frequent, consistent communication
- Co-designed escalation protocol for any immediate concerns
- A Project Managers will coordinate all meetings and will help the team to ensure all deliverables are completed timely
- Progress Updates via Email, In-Person, and Update Meetings

Deliverable 1: Intensive Support Social Work Team

See Addendum 1 for details

Deliverable 2: Leadership & Practice Capacity-Building® with Supervisors & Managers

- 1) Continue Leadership & Practice Capacity-Building with the **Child Welfare Division Director (new) and Program Administrators (as outlined in the A4O model)**
- 2) Continue Leadership & Practice Capacity-Building with the **Aging & Adult Services Division Director and Program Managers**
- 3) Begin Leadership & Practice Capacity-Building with the **Economic Services Team (10 Team Members)**

Learning (and re-learning) Sessions, focused on Leadership & Practice Modeling, Coaching, and Accountability to Results

The learning sessions outlined below are grounded in A4O's proprietary **neuroscience-informed Leadership & Practice Capacity-Building Model®**, which integrates neuroscience research with leadership development and technical practice to create lasting behavior change, not just knowledge transfer. Each monthly session is designed to deliver 2–3 concrete, applicable skills that supervisors and managers can put into practice the very next day. Sessions blend neuroscience-informed leadership competencies - such as emotional

regulation, reflective feedback, and psychologically safe communication - with the technical and managerial practices that drive quality outcomes in child welfare: staffing cases with depth, leading purposeful conferences, strengthening documentation, and coaching workers toward stronger safety and case planning. This design reflects A4O's commitment to learning that is **practical, tangible, and actionable**. Through the

Model's five-phase learning structure - Learn & Re-Learn, Observational, Experiential, Action, and Community of Learning & Practice - each session builds on the last, moving participants from understanding to application to sustained integration. The result is a leadership team that is not only more skilled but also more grounded, more aligned, and better equipped to lead their teams and serve their communities with confidence and clarity.

Focus Area	Description & Methodology	Key Outcomes & Evaluation
Organizational Values, Expectations & Emotional Regulation for Leading <i>Foundation for trust, belonging, and steady leadership in a high-volume benefits environment.</i>	Aligns the Economic Services leadership team with the agency's mission, values, and growth mindset in a division where federal timeliness, accuracy mandates, and applicant volume create constant pressure. Using Leader NeuroView Assessments, supervisors and managers examine how emotional regulation shapes eligibility decision-making, staff engagement during peak caseload periods, and responses to escalations from applicants, recipients, and oversight partners. The session builds the foundation for belonging, trust, and psychologically safe teams across Medicaid, Food and Nutrition Services, Work First, Energy Programs, and Child Care Subsidy units. Methodology - Neuroscience-based mini-lessons, reflection, and small group discussion - Self-assessment of emotional regulation skills under processing-deadline and audit pressure - Practice skills — applying regulation in the moment with applicants, staff, and oversight partners - Growth goals for the next 30 days tied to program-area realities	Key Outcomes - Apply emotional regulation to supervision, eligibility consultation, and customer service delivery - Strengthen belonging and psychological safety within and across program units - Build shared leadership language tied to ES values and federal/state expectations - Identify barriers to trust and alignment across program areas and shifts Evaluation - Leader NeuroView Assessment result - Individual 30-day growth goals

Crucial Conversations & Communication for Organizational Health <i>High-stakes dialogue across performance, eligibility judgment, and applicant escalations.</i>	Equips Economic Services supervisors and managers to navigate high-stakes conversations involving strong emotions and differing opinions — performance issues tied to accuracy and timeliness, eligibility judgment calls, escalated applicant or	Key Outcomes • Confidently lead high-stakes conversations with staff, applicants, and oversight partners while maintaining trust
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Focus Area	Description & Methodology	Key Outcomes & Evaluation
	recipient interactions, and conversations with state program consultants and auditors. Builds a culture of open communication, mutual respect, and collaborative problem-solving across program areas where one missed conversation can drive an error rate, a fair hearing, or staff turnover. Methodology • Interactive learning with real-life ES leadership scenarios (timeliness slippage, customer escalations, accuracy coaching) • Self-assessment of communication style under stress • Peer coaching and live practice with feedback • Group debriefs on cultural and program-silo barriers to open communication	• Recognize and address conflict avoidance and its costs to error rates, timeliness, and morale • Build communication frameworks supporting accountability, accuracy, and customer experience Evaluation • Communication style self-assessment • Feedback observations

Reflective Feedback, Support & Accountability <i>Coaching that holds the line on accuracy, timeliness, and customer experience.</i>	Helps Economic Services leaders integrate reflective feedback, coaching, and accountability into daily supervision — case reviews, second-party reviews, performance check-ins, and corrective action conversations. Explores how the brain responds to feedback and how to create environments where eligibility staff feel safe to surface errors early, ask for consultation, and stretch into more complex case types without fear, while still meeting federal accuracy and processing standards. Methodology • Neuroscience-based learning on feedback and accountability dynamics • Practice skills labs with real ES scenarios (case action errors, missed deadlines, customer complaints) and coaching feedback • Peer dialogue on accountability challenges across program areas	Key Outcomes • Deliver reflective feedback that supports growth, accuracy, and performance • Balance psychological safety with accountability for federal and state program standards • Build systems supporting performance management and retention in a competitive labor market Evaluation • Feedback skills self-assessment • Accountability action plans
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Focus Area	Description & Methodology	Key Outcomes & Evaluation
	• Action planning for sustainable support and accountability systems tied to QC and timeliness data	

Critical Decision-Making in High-Stakes Moments <i>Sound judgment under deadline, audit, and escalation pressure.</i>	Equips Economic Services supervisors and managers with a neuroscience-informed framework for critical decision-making — eligibility consultations, override and exception decisions, fraud referrals, hardship determinations, escalation responses, and operational calls during system outages or surge periods. Examines how stress, fatigue, bias, and dysregulation compromise decision quality, and provides strategies for interrupting those patterns when the cost of a wrong call shows up in benefits issued, benefits denied, or a federal finding. Methodology • Neuroscience mini lessons on brain processes under stress and time pressure • Peer consultation practice and coaching dialogue using real ES decision points	Key Outcomes • Apply a structured framework to high-stakes eligibility, personnel, and operational decisions • Recognize how stress and bias impact professional judgment in benefits administration • Strengthen consultation and transparency in critical decisions across program areas Evaluation • Pre/Post Survey of Knowledge
Options for tailored or additional sessions in our learning session portfolio		

Capacity – Building with Economic Services Division Directors & Program Managers One-on-One & Group Modeling, Coaching, Feedback, and Accountability for Results

The A4O framework involves a holistic process, including individual and group learning, applying and operationalizing knowledge, field/office observation, coaching, feedback loops, and consultation focused on applying policy to decision-making, engaging families and the workforce, and enhancing leadership practices. These efforts foster a culture of trust, psychological safety, inclusion, and belonging, leading to a resilient and healthy workforce, improved organizational retention, and stronger organizational, financial, and client outcomes. While leadership and managerial practices are universal, technical skills will be tailored to the program area.

The A4O team will emphasize coaching and accountability in all one-on-one sessions. Coaching¹

focuses on empowering individuals with the tools they already have to build on their strengths, improve their areas for growth, and confidently overcome barriers through specific goals and strategies. To encourage meaningful growth and transformation, coaches employ a variety of methods, including goal-setting exercises, powerful questioning, and active listening. This collaborative relationship is integral to the coaching journey, building rapport and mutual respect.

Program Managers

Focus Area	Description & Methodology	Key Outcomes & Evaluation
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One-on-One Coaching & Modeling with Program Managers Managing & Leading, Oversight of Programs & Practice, and Ensuring CQI Goals - Elevate relational and technical/managerial leadership — the balance of managing and leading - Organizational decision-making within a growth-mindset context - Build on emotional regulation practices in leading and in organizational culture - Support and coach Income Maintenance Supervisors through trust, psychological safety, crucial conversations, and accountability - Enhance workforce supports across program areas - Promote best practices in eligibility determination, customer service, and case management - Foster internal and external relationships across DSS divisions, state program	Foundation & Coaching - Partner with Director and Administrator to determine specific areas for support, coaching, and training tailored to Program Manager experience and program-area complexity - Elevate leadership in both relational (leading) and technical/managerial (day-to-day operations) areas; organizational decision-making within a growth-mindset context; support and coach IM Supervisors through trust, psychological safety, crucial conversations, and accountability; oversight of program workloads, processes, and practice to drive results, workforce support, and relationships — includes coaching sessions based on Practice Observations and specific manager needs Technical/Managerial Practices for Results - Understanding and application of federal regulations, state policy, NC FAST processes, and program mandates across Medicaid, FNS, Work First, Energy Programs (LIEAP/CIP), Child Care Subsidy, and related programs - Ensure compliance with county, state, and federal laws, regulations, policies, and professional ethics through discussions with IM Supervisors, staff, community partners, and state program consultants - Supervision of IM Supervisors and IMC teams — case consultations, staffing complex eligibility cases, culture and climate, and professional development; confer with unit supervisors on issues impacting program	Evaluation Tools - Leader Practices Observation Tools 3-Column Observation (strengths, areas of growth, and ideas for enhancement planning) - One-on-One Coaching Results and Implementation Plan - Program-area performance indicators (timeliness, accuracy/error rate, QC findings, customer experience, fair hearing outcomes)
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Focus Area	Description & Methodology	Key Outcomes & Evaluation
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consultants, community partners, and customers • Oversight of program workloads, processing pipelines, and practice to drive timeliness, accuracy, and customer experience	goals, objectives, policies, and service delivery • Review quality and quantity of work by analyzing information from supervisor/staff conferences and review of case records, NC FAST reports, error trends, timeliness data, and QC findings • Ensure workers and supervisors attend training; provide necessary on-the-job training and arrange training by state staff and other professionals, including onboarding for new IMCs and supervisors • Monitor program expenditures and manage contracts within assigned program areas • Implement continuous quality improvement and quality assurance reviews — full and targeted, including MEQC and FNS QC follow-through, second-party reviews, and corrective action plans • Interpret data, analyze trends related to error rates, timeliness, customer experience, and practice; develop solutions and recommend changes in organization, workflow, and new programs • Manage and oversee day-to-day operations including scheduling, case assignment, caseloads, application/redetermination pipelines, and decision-making • Understand budgets and make recommendations based on input from unit supervisors • Partner with Director and Administrator to present to DSS Board and Board of Commissioners as requested • Resolve conflicts between customer complaints and program compliance; interpret and explain agency programs to customers, applicants, and community agencies; oversee fair hearing preparation and response Leadership Practices (Relational) • Ten neuroscience-informed leadership practices that promote trust, growth mindset, and psychological safety	
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Focus Area	Description & Methodology	Key Outcomes & Evaluation
	- Team building, influencing, and motivating the workforce in a high-volume, deadline-driven environment - Building trust and belonging across program areas and shifts - Engaging the workforce in solutions for service delivery and customer experience - Managing relationships and cultivating a positive culture and climate - Ensuring clear expectations tied to federal/state standards and county priorities - Communication and feedback loops - Giving feedback, resolving conflicts, and making decisions under deadline and audit pressure	

Program Administrators

Capacity-Building Focus Area	Methodology & Skill Area	Evaluation Tools / Deliverables
- Organization-wide vision and operations in partnership with the Director - Leadership and external advocacy for Economic Services - Strategic program alignment across ES program areas and across DSS divisions - Multi-program management and oversight (Medicaid, FNS, Work First, Energy, Child Care Subsidy, Adult Medicaid, related programs) - CQI processes, connections, and progress on program enhancements (MEQC, FNS QC, timeliness, accuracy) - Workforce leadership and capacity-building in a high-turnover, high-volume environment	- Partner with Director to determine specific areas for support, coaching, and training - Elevate leadership in both the relational (leading) and technical/managerial (day-to-day operations) areas, organizational decision-making within a growth-mindset context, support and coach Program Managers and IM Supervisors through trust, psychological safety, accountability conversations, and accountability for expectations, and oversight of program workloads, processes, and practice to drive results, workforce support, and internal and external relationships. This includes coaching sessions based on Practice Observations and specific Administrator and Manager needs.	- Leader Practices Observation Tool 3-Column Observation (strengths, areas of growth, and ideas for enhancement planning) - One-on-One Coaching Results and Implementation Plan - Program-area performance indicators (timeliness, accuracy/error rate, MEQC/FNS QC findings, customer experience, fair hearing outcomes) - Cross-program leadership outcomes and sustainability plan

Capacity-Building Focus Area	Methodology & Skill Area	Evaluation Tools / Deliverables
- Policy, compliance, and risk management — federal, state, and county - Fiscal stewardship and resource management - Organizational health, culture, and climate - Cross-system collaboration and stakeholder engagement		

Deliverable 3: CQI Dashboards, Data Trends and Infrastructure Support

This workstream uses data and structured processes to drive performance, decision-making, and accountability — embedding dashboards into day-to-day leader practice, repositioning CQI as a strategic partner to program teams, connecting program outcomes data to overall HHS goals, and coaching the CQI Program Manager across all program areas.

Focus Area	Description & Methodology	Key Outcomes & Evaluation
Data-Driven Performance & Dashboard Integration <i>Embedding dashboards into day-to-day leader practice across HHS and DSS.</i>	Advances CQI from development to active operational integration by embedding dashboards into the daily, weekly, and monthly rhythms of leader practice. Builds consistent tracking of data trends across program areas and equips the HHS Director, DSS Director, and division leadership to leverage dashboard data in real decision moments - staffing, workflow, program direction, and resource allocation. Methodology - Practice observation of current dashboard use in leadership routines, supervision, and operational meetings - Coaching on dashboard interpretation in real leadership decision moments - Co-design of dashboard cadence aligned to leader rhythms (daily huddles, weekly leadership meetings, monthly performance reviews) - Pair leaders with CQI staff for joint data-	Key Outcomes - Dashboards consistently used in leader meetings, supervision, and operational decision-making - Data trends tracked and acted on at HHS Director, DSS Director, and program leadership levels - Faster, evidence-based decisions on staffing, workflow, and program direction - Shared data language across divisions Evaluation - Pre/post leader survey on confidence using dashboards in decision-making

Focus Area	Description & Methodology	Key Outcomes & Evaluation
	review sessions to model integrated practice Build leader-friendly data literacy, including what to look for, what to ask, what to act on	- Documented examples of data-informed decisions - Dashboard usage cadence and engagement analytics
CQI as a Strategic Partner to Program Teams <i>Repositioning CQI from compliance function to growth partner.</i>	Strengthens the relational and operational connection between CQI and program teams so that program staff experience CQI as a support and accelerator rather than an oversight burden. Builds CQI's communication, language, and approach so that data and findings translate into actionable insight that program staff can use the next day, the next case, the next conversation. Methodology - Coaching with CQI Program Manager on partnership posture and growth-mindset framing - Joint sessions with CQI team and program leaders to clarify roles, expectations, and shared goals - Communication framework training — tone, language, and approach when delivering findings - Practice labs converting QA/QC findings into actionable, growth-oriented coaching messages for program staff and supervisors - Feedback loops to test how findings land with program teams and refine accordingly	Key Outcomes - CQI is sought out by program leaders, not avoided - Higher rate of CQI recommendations adopted and operationalized by program teams - Stronger trust and shared accountability between CQI and program teams - CQI findings translate into observable changes in practice within defined timeframes Evaluation - Program team feedback survey on CQI partnership and communication - Tracking of CQI recommendations issued vs. adopted vs. operationalized - Observation of CQI–program team meetings
Connecting & Integrating Program Outcomes Data to HHS Goals <i>Building the line of sight from frontline outcomes to HHS vision.</i>	Connects program-level outcomes data across divisions to the overall HHS strategic goals. Builds an integrated view so that HHS leadership can see, and articulate, how Aging & Adult Services, Child & Family Services, and other program areas contribute to unified HHS outcomes, and so that cross-division patterns (e.g., families and individuals touching multiple programs) become visible and actionable. Methodology - Map current program outcome metrics to HHS strategic goals to identify alignment, gaps, and overlaps - Co-develop an integrated outcomes	Key Outcomes - Clear line of sight from program-level data to HHS strategic outcomes - HHS leadership can articulate division impact in unified terms - Cross-program insights surface (shared families, shared individuals, shared barriers) - Strategic planning and resource allocation

Focus Area	Description & Methodology	Key Outcomes & Evaluation
	framework with the CQI Program Manager and division leadership • Leadership coaching on storytelling with data, translating program outcomes into HHS impact narrative for boards, commissioners, and community stakeholders • Design cross-program comparison dashboards for HHS leadership • Identify shared population indicators that cut across divisions	grounded in integrated outcomes data Evaluation • Outcomes-to-goals alignment matrix • HHS Director and DSS Director feedback on data utility for strategic decisions • Adoption of integrated dashboard in HHS leadership routines
CQI Program Manager Coaching & Division-Specific Model Refinement <i>Modeling, coaching, and supporting CQI across all program areas.</i>	Models, coaches, and supports the CQI Program Manager across all program areas. Enhances the Aging & Adult Services CQI, Training & Onboarding, and Quality Assurance model. Finetunes the Child & Family Services CQI, Training & Onboarding, and Quality Assurance model. Strengthens consistency in onboarding effectiveness and performance monitoring across divisions while preserving the program-specific content each division requires. Methodology • One-on-one coaching with the CQI Program Manager using A4O's neuroscience-informed leadership practices • Practice observations of CQI team meetings, case reviews, and feedback sessions • Aging & Adult Services model enhancement, joint sessions with division leadership to refine CQI, training, onboarding, and QA structures • Child & Family Services model finetuning, joint sessions with division leadership to refine CQI, training, onboarding, and QA structures • Build standardized onboarding scaffolding that flexes to division-specific content (Aging/Adult vs. Child/Family) • Establish a performance monitoring framework distinguishing leading indicators (early signal) from lagging indicators (outcome confirmation)	Key Outcomes • CQI Program Manager confidence and capability strengthened across all program areas • Aging & Adult Services CQI, Training, Onboarding, and QA model enhanced and operational • Child & Family Services CQI, Training, Onboarding, and QA model finetuned and operational • Consistency in onboarding effectiveness and performance monitoring across divisions • Faster time-to-productivity for new staff; improved early-stage retention Evaluation • CQI Program Manager 3-Column Observation (strengths, areas of growth, ideas for enhancement planning) • One-on-One Coaching Results and Implementation Plan • Onboarding effectiveness measures (time-to-

Focus Area	Description & Methodology	Key Outcomes & Evaluation
		productivity, retention at 90/180 days) • Performance monitoring scorecard adoption across divisions

Onsite & Remote Schedule

The Allies4Outcomes team's on-site partnerships include a kickoff day for planning and relationship-building with the leadership team and key partners. For this practice capacity-building engagement, we will have a team of subject-matter experts in child welfare who will provide one-on-one capacity-building to Supervisors on-site and remote “real-time” support. The A4O Team facilitates capacity-building both on-site (in person) and virtually and is available for real-time co-problem-solving with the individuals they coach.

Budget

The budget outlined below is designed for a year-long engagement and is strategically aligned with evidence-based benchmarks indicating the time typically required to initiate and sustain meaningful shifts in organizational culture. Research on leadership capacity-building and organizational transformation consistently emphasizes that sustainable change - particularly changes involving values, behaviors, and mindsets - requires both time and intentional, iterative engagement. This six-month timeline allows for a comprehensive cycle of assessment, coaching, implementation, reflection, and adaptation.

In accordance with national best practice standards in leadership coaching, such as those defined by the International Coaching Federation (ICF) and the Center for Creative Leadership (CCL), this approach supports leaders through a phased process that includes relationship-building, co-creation of goals, skill development, and system-level application. By embedding leadership coaching into the organizational ecosystem over this sustained period, leaders are more likely to internalize new practices and drive cultural change from within. The coaching process is structured to provide continuous feedback, reinforce accountability, and deepen leaders' self-awareness and systemic thinking, all of which are critical elements in achieving culture change and leadership enhancement.

The budget is based on an all-inclusive rate structure covering consultant time, travel (including mileage, travel time, rental cars, flights, and hotel), and program operating costs. A4O will only invoice Guilford County for actual time worked.

Consultant rates are as follows:

Executive Consultants: \$300/hour

Capacity-Building Consultants: \$200/hour

Federal & State Compliance: Allies4Outcomes is classified as a vendor under 2 CFR § 200.331, which means that internal administrative and indirect costs are incorporated within our professional services rate rather than reported separately. Under this classification, internal cost structures are considered proprietary business information, which is also protected under North Carolina General Statute § 66-152. A4O's administrative rates fall within the lean-to-normal limits as defined by applicable federal and state standards. The remaining balance of the rate reflects direct program operating services. Accordingly, A4O's rate remains all-inclusive of all costs required to perform the scope of work and deliverables - providing Guilford County government with a transparent, predictable, and fully compliant cost structure that simplifies invoicing and accountability while ensuring maximum investment in direct capacity-building services. We have rigor in our rate that is all-inclusive of all costs required to perform the services and meet the scope and deliverables in the proposal/contract. A4O's overall administrative rate is within the lean to normal industry standard.

Deliverables	Rate & Description	Budget	Total After 35% Reimbursement*
Deliverable 1: Intensive Social Work Support Team – Assessments and Permanency Planning Quality Visits (Based on last year actuals)	\$100/hour, workers, \$130/hour supervisory oversight	\$292,000	\$189,800
Deliverable 2: Leadership & Practice Capacity – Building with 1) Child Welfare: Division Director & Program Administrators, 2) Adult Services Program Managers and Division Director, 3) Economic Services Leadership Team (10 members), and 4) Fiscal Leaders Deliverable 3: CQI – Dashboards, Data Trends, and Infrastructure Support	Executive Consultants: \$300 Capacity-Building Consultants: \$200	\$30,000	\$19,500

Note: The priorities outlined in this proposal may be fully or partially implemented, based on discussions with the director regarding organizational needs. The Director and Consultant Team may identify additional requirements not covered in this proposal, with necessary budget adjustments made accordingly. The COO of Allies4Outcomes will collaborate with the County fiscal officer to monitor

spending trends. Additionally, the Director, CEO, COO, and fiscal officer will regularly review, reassess, and prioritize as needed. The COO will track spending against the budget for each invoice to ensure Guilford County remains informed of all financial activities.

FY 26/27 Contract A4O & Guilford County

**Contract for Intensive Support Social Work Team, PRN
July 1, 2026 — June 30, 2027**

This Professional Services Agreement (“Agreement”) is made and entered into on December 19, 2025 (the “Effective Date”) by and between Guilford County and NeuroAgile Leadership & Workforce Consulting, LLC d/b/a Allies4Outcomes (“A4O”). The Intensive Support Social Work Team will work as a contracted team of temporary workers and a supervisor under the authority of the Guilford County Director, Sharon Barlow, per NCGS § 108A-14 and NCGS § 7B-302. The team is employees of Allies4Outcomes and, when working for Guilford County (the “County”), will be under the supervision & direction of Director Barlow and/or their designees of the Department of Social Services (“DSS”). The Director, A4O ISSWT Supervisor, and CEO/CSO will determine workdays and hours in accordance with the Director’s request.

1. **Services.** The County Director can activate the Intensive Support Social Work Team (“ISSWT”) by submitting a request to the A4O CEO or CSO. The ISSWT, which includes experienced child welfare social workers and a dedicated supervisor, provides direct practice support across all program areas to enhance service delivery, workforce capacity, and case progression. The Director or their designee is responsible for the direction of the team. Standards of work performance are set by the Director or Designee, and outcomes of work performance as a result of these standards are the responsibility of the Agency. Any dissatisfaction with any member of the team must be immediately reported to Allies4Outcomes.

1.1 Team Composition:

Workers and Supervisors for Assessments and Foster Care Visits

The ISSWT Supervisor plays a crucial role in two-level decision-making, ensuring cases are appropriately prioritized, assigned, and managed effectively. They will triage and prepare cases for the team, assessing urgency, complexity, and workload distribution to maximize efficiency. The supervisor will provide real-time guidance and oversight, reviewing casework for adherence to law and policy, ensuring thorough documentation, and supporting workers in making sound, well-informed decisions.

The workers on the team will perform across all program areas as needed and as directed by the Director or their designee. They may address backlog cases, case initiations, and after-hours on-call duties, including family engagement, safety and risk assessments, service planning, case staffing, court preparation and testimony, and permanency planning. The supervisor will ensure that each case

is reviewed at critical decision points, guiding staff in applying best practices and policy standards. The ISSWT, which includes experienced child welfare social workers and a dedicated experienced supervisor, provides direct practice support across all program areas to enhance service delivery, workforce capacity, and case progression. All resumes are on file with Allies4Outcomes and can be requested by the Director.

Beyond direct practice, the ISSWT supports workforce development by mentoring, modeling best practices, and providing hands-on training for new social workers. With the supervisor ensuring structured oversight and quality assurance, the team strengthens case management, decision-making, and overall service delivery within the child welfare system.

The Director & their designees are responsible for setting work performance standards, and DSS is responsible for work performance outcomes resulting from these standards. Any dissatisfaction with work performance should be immediately reported to the contracting entity, Allies4Outcomes. Provide direct services within child welfare as agreed upon by the Director and A4O, including:

Child Welfare:

- Note: ISSWT team members are not “case carrying” and are not “assigned” cases in the County system but instead are “co-team members” with the County-assigned worker, unless there is a specific arrangement for case carrying services.
- All social work practice is driven by federal and NC statutes, NC DHHS policy, best practices, mandates, and NC DHHS Practice Standards
- Perform intake screening and after-hours on-call duties
- Assessment – Initiations of assessments, safety planning, face-to-face visits, engagement with the children, parents/caregivers, and safety networks, writing case decision summaries, and staffing for decision-making with the County if requested. Workers will complete all pending tasks to a final case decision, including all paperwork.
- Family In Home & Permanency Planning – Quality face-to-face visits with children, parents, and temporary safety providers, case planning, visitation with parents/children and siblings, calling collaterals, sharing updates related to case planning through conversations with parents/caregivers, and other tasks as requested from the County to positively impact timeliness, safety, permanency, and well-being
- Court Appearances – if a case results in a non-secure or other judicial intervention, the worker will appear in Court for the hourly rate; if a worker is carrying cases, they will appear in Court as needed
- Documentation – will be completed within 72 hours of the service delivery
- Complete daysheets as requested by the County. The ISSWT workers will complete daysheets if the County prefers.
- Other tasks as discussed between A4O and the County

Provide Supervision of the ISSWT:

Supervisory-level oversight for Child Welfare Services, including Intake, On-Call, Assessment, Family In-Home, and Permanence Planning. The role's primary purpose is oversight, management, supervision, and two-level decision-making in child welfare cases. Additionally, the role will assess, coach, and train Workers within child welfare related to law, policy knowledge and application, and practice, both onsite and remotely. The ISSWT Supervisor will perform two-level decision-making, ensuring cases are appropriately prioritized, assigned, and managed effectively. They will triage and prepare cases for the team with a County point person, assessing urgency, complexity, and workload distribution to maximize efficiency. They will also ensure management of the teams time, travel, and productivity to ensure contract deliverables are met. The supervisor will also provide real-time guidance and oversight, reviewing casework for adherence to law and policy, ensuring thorough documentation, and supporting workers in making sound, well-informed decisions. In addition, there is a third level of decision-making that can occur if required with the CEO or CSO.

The duties include:

- Ready work for the ISSWT, alongside the County Team
- Two-level decision-making on cases, independently and alongside the County
- Conferencing with Workers related to cases and professional development, and coaching
- Case trajectory and two-level decision-making
- Embedding work processes that support meeting the law and policy
- Manage and track time spent on travel, case work, productivity standards related to contract deliverables, and team time management.
- Analyzing data and trends and addressing needs
- Implementing strategies for change and improvement
- Plan with unit supervisors to ensure service delivery, staff and other resources allocation, and coordination with other divisions in the agency and organizations within the community.
- Provide input into the agency planning process as a member of the management team or executive leadership team.
- Recommend changes in the unit, workflow, and new programs to the agency deputy director.
- Delegate daily operational issues to unit supervisors.
- Supervise, train, and evaluate unit staff
- Manage work operations through considerable involvement with higher-level management abilities to ensure consistency in service planning, evaluation, implementation, and delivery.
- Ensure compliance with federal, state, and local regulations and adherence to best practices and standards in social work by managing, reviewing, and assessing the quality and quantity of work by analyzing information gathered in conferences with supervisors and staff and reviewing case records, reports, audits, and statistical data.

- Evaluate, assess, and coach the performance of supervisors via NC DHHS Practice Standards
 - Ensure that supervisors provide the necessary on-the-job training and arrange for training by State staff and other professionals.
2. **Modification of Services.** During the term of the Agreement, either Party can request proposed changes to the Services. Any changes or modifications to the Services must be made pursuant to an amendment to that has been signed by authorized representatives of both Parties. Neither Party shall have any obligation with respect to any changes to the Services until such time that an appropriate amendment has been executed and delivered by both Parties.
 3. **Onsite & Remote Support.** The ISSWT Supervisor will coordinate with the Assessment Program Manager to align the work to be accomplished in cases prior to the team coming on site. Once onsite, the team will be assigned work and will begin to make contacts and complete tasks for specific cases. The A4O team is available to staff complex cases with Program Administrators, Program Managers, and Supervisors in “real-time,” 365/24/7 if needed.
 4. **Rate:** The ISSWT Team member rate is \$100 per hour for workers and for supervisors, with travel time, mileage, hotel, and administrative costs itemized for reimbursement. This proposal includes ISSWT time to complete backlog assessment cases and permanency planning visits. There will be an initial tiered criterion for determining the approximate amount of time it will take to either complete tasks or complete the entire case:
 - **Tier 1 – Low Risk:** Cases requiring minimal intervention, such as a follow-up contact, a single visit, or completion of a discrete task, with a clear path to closure.
 - **Tier 2 – Moderate Complexity:** Cases involving multiple required tasks and follow-up activities, including completion of all necessary documentation to support case closure.
 - **Tier 3 – High Complexity/Risk:** Cases with significant gaps in documentation, need for re-initiation, multiple intakes, and/or complex or serious allegations requiring comprehensive review and intervention.

If demand is high and the Director requests it, the ISSWT worker may work overtime at a rate of \$200 per hour. We will invoice the County only for the actual time worked and the actual mileage, hotel, and travel expenses incurred.

5. **Budget:** Priorities in this proposal can be fully or partially implemented, depending on conversations with the Director regarding organizational needs. The Director and A4O Team may identify additional needs not addressed in this proposal, or the budget and agreed-upon adjustments will be made. The COO will track spending to budget on each invoice submitted to ensure Guilford County is kept informed of all fiscal activities and meet as needed

Note: A reminder that these costs are contract maximum, and the County will only be invoiced for time worked. The budget below is based on an all-inclusive rate, covering consultant time, travel (including mileage, travel time, and hotel), and administrative costs.

Deliverables	Consultants & Rate	Budget	Total After 35% Reimbursement
Intensive Social Work Support Team, includes workers and supervisor	\$100/hour workers, \$130/hour for Supervisor/Manager	\$292,000	\$189,800
a) Backlog Assessment Cases			
b) Permanency Planning Visits			
Travel Expenses & Administrative Costs (20%) are itemized			

6. **Term.** This Agreement shall commence on the Effective Date and shall remain in full force and effect until either Party elects to terminate this Agreement in accordance with the termination procedures below (the period commencing on the Effective Date and ending on the date of termination of this Agreement, the “Term”).

7. **Contract Deliverables.** This contract will focus on supporting assessment cases and can be utilized for case closure based on the Director's needs as well as quality visits with children in care and their parents. The ISSWT Supervisor will coordinate this team’s work with identified leadership team members for Assessment and Permanency Planning.

8. **Indemnification.** Each Party (the “Indemnifying Party”) will indemnify, defend, and hold the other Party, its officers, directors, employees, and/or shareholders, harmless from and against any and all damages (whether ordinary, direct, indirect, incidental, special, consequential, or exemplary), judgments, liabilities, fines, penalties, losses, claims, actions, demands, lawsuits, costs, and expenses including, without limitation, reasonable attorney's fees, which arise out of or relate to any material breach of this Agreement by the Indemnifying Party or its employees or agents, or from any acts or omissions of negligence, willful misconduct, or fraud of the Indemnifying Party or its employees or agents, including, but not limited to, third party claims and claims for property damage or personal injury to the other Party's Personnel (“Personnel” defined as such Party's employees, servants and agents, independent contractors and subcontractors). The Indemnifying Party's liability under this Section shall be reduced proportionally to the extent that any act or omission of the other Party or its employees or

~~agents contributed to such liability. The Indemnifying Party's obligations hereunder are subject to being provided with prompt written notice of the event giving rise to an indemnity obligation, providing reasonable cooperation and assistance in the defense or settlement of any claim, and granting the Indemnifying Party control over the defense and settlement of the same.~~

~~9. **Termination.** Either Party may terminate this Agreement at any time in the event of a breach by the other Party of a material covenant, commitment or obligation under this Agreement that remains uncured for thirty (30) days following written notice thereof. Such termination shall be effective immediately and automatically upon the expiration of the applicable notice period, without further notice or action by either Party. Termination shall be in addition to any other remedies that may be available to the non-breaching Party.~~

10.8. **Independent Contractor Status.** The relationship of the Parties hereto is that of independent contractors. Nothing in this Agreement, and no course of dealing between the Parties, shall be construed to create or imply an employment or agency relationship or a partnership or joint venture relationship between the Parties or between one Party and the other Party's employees or agents. Each of the Parties is an independent contractor and neither Party has the authority to bind or contract any obligation in the name of or on account of the other Party or to incur any liability or make any statements, representations, warranties or commitments on behalf of the other Party, or otherwise act on behalf of the other. Each Party shall be solely responsible for payment of the salaries of its employees and personnel (including withholding of income taxes and social security), workers compensation, and all other employment benefits.

11.9. **Force Majeure.** Neither Party shall be liable hereunder for any failure or delay in the performance of its obligations under this Agreement if such failure or delay is on account of causes beyond its reasonable control, including civil commotion, war, fires, floods, accident, earthquakes, inclement weather, telecommunications line failures, electrical outages, network failures, governmental regulations or controls, casualty, strikes or labor disputes, terrorism, pandemics, epidemics, local disease outbreaks, public health emergencies, acts of God, or other similar or different occurrences, for so long as such force majeure event is in effect. Each Party shall use reasonable efforts to notify the other Party of the occurrence of such an event within five (5) business days of its occurrence.

12.10. **Further Assurances.** The Parties agree they shall execute and deliver such further instruments and do such further reasonable acts as reasonably may be required and/or requested by the other Party to carry out the intent and purpose of this Agreement.

13.11. **Governing Law and Venue.** This Agreement will be governed by and interpreted in accordance with the laws of the State of North Carolina, without giving effect to the principles of conflicts of law of such state. The Parties hereby agree that any action arising out of this Agreement will be brought solely in any state or federal court located in Guilford County, North Carolina. Both Parties hereby submit to the exclusive jurisdiction and venue of any such court.

~~14. **Notices.** All notices or other communications required under this Agreement shall be in writing and shall be deemed effective when received and made in writing by either (i) hand delivery, (ii) registered mail, (iii) certified mail, return receipt requested, (iv) electronically (e-mail), so long as such delivery is pursuant to a delivery receipt, or (v) overnight mail, addressed to the Party to be notified at the following address or to such other address as such Party shall specify by like notice hereunder:~~

~~*If to the County:*~~

~~Guilford County
Attn: Sharon Barlow, Director
1203 Maple St.
Greensboro, NC 27405
sbarlow@guilfordcountync.gov~~

~~*If to A4O:*~~

~~NeuroAgile Leadership & Workforce Consulting, LLC dba Allies4Outcomes,
Attn: Angela Pittman-Vanderweide, CEO
2449 Dale Rd
Spruce Pine, NC 28777
Angela.Pittman-Vanderweide@allies4outcomes.com~~

~~If such notice or demand is served personally or via electronic mail (e-mail), notice shall be deemed constructively made at the time of such service and the notifying Party is provided a delivery receipt, which shall be maintained in the records of the delivering Party.~~

~~15.12. **Waiver.** No waiver of any term or right in this Agreement shall be effective unless in writing, signed by an authorized representative of the waiving Party. The failure of either Party to enforce any provision of this Agreement shall not be construed as a waiver or modification of such provision, or impairment of its right to enforce such provision or any other provision of this Agreement thereafter.~~

~~16.13. **Severability.** If any provision of this Agreement, or the application hereof to a person or circumstance, shall to any extent be held void, unenforceable or invalid, then the remainder of this Agreement or the application of such provision to persons or under circumstances other than those as to which it is held void, unenforceable or invalid, shall not be affected thereby and each provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.~~

~~17.14. **Counterparts.** This Agreement may be signed in one or more counterparts, including by electronic signatures (e.g., DocuSign), each of which shall be deemed an original and together shall constitute one and the same instrument.~~

~~18.15. **Entire Agreement.** This Agreement sets forth the entire understanding of the Parties with respect to the subject matter set forth herein and supersedes any and all prior agreements (written or~~

oral) or understandings between the Parties in all respects. This Agreement may not be changed or terminated orally, and none of the terms hereof shall be deemed to be waived or modified except by an express agreement in writing by both Parties. There are no representations or undertakings except for those contained in this Agreement, which represents the entire understanding of the Parties.

AGREED:

THE COUNTY _____ ALLIES4OUTCOMES

_____ Sharon Barlow, Director	_____ Dr. Angela Pittman – Vanderweide
_____ Guilford County	_____ CEO, Allies4Outcomes
_____ Date:	_____ Date:

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