

FORSYTH COUNTY

BOARD OF COMMISSIONERS

MEETING DATE: MARCH 27, 2017 AGENDA ITEM NUMBER: 7

SUBJECT: RESOLUTION AUTHORIZING EXECUTION OF AN AGREEMENT BETWEEN FORSYTH COUNTY AND CANSLER COLLABORATIVE RESOURCES, INC. FOR CONSULTING SERVICES TO EVALUATE POTENTIAL CONSOLIDATION OR OTHER COLLABORATION AMONG THE FORSYTH COUNTY DEPARTMENT OF SOCIAL SERVICES, THE FORSYTH COUNTY PUBLIC HEALTH DEPARTMENT OR OTHER COUNTY HUMAN SERVICES AGENCIES

COUNTY MANAGER'S RECOMMENDATION OR COMMENTS: Recommend Approval

SUMMARY OF INFORMATION:

See attached

ATTACHMENTS: YES NO

SIGNATURE: *J. Randolph Abotts, Jr. /cdh* DATE: March 22, 2017
COUNTY MANAGER

**RESOLUTION AUTHORIZING EXECUTION OF
AN AGREEMENT BETWEEN FORSYTH COUNTY AND
CANSLER COLLABORATIVE RESOURCES, INC. FOR CONSULTING
SERVICES TO EVALUATE POTENTIAL CONSOLIDATION OR OTHER
COLLABORATION AMONG THE FORSYTH COUNTY DEPARTMENT OF
SOCIAL SERVICES, THE FORSYTH COUNTY PUBLIC HEALTH
DEPARTMENT OR OTHER COUNTY HUMAN SERVICES AGENCIES**

BE IT RESOLVED by the Forsyth County Board of Commissioners that the Chairman or County Manager and Clerk to the Board are hereby authorized to execute, on behalf of Forsyth County, the attached agreement between Forsyth County and Cansler Collaborative Resources, Inc. for consulting services to evaluate potential consolidation or other collaboration among the Forsyth County Department of Social Services, the Forsyth County Public Health Department or other County human services agencies, at a cost of \$48,000, plus necessary related travel expenses, subject to a pre-audit certificate thereon by the County Chief Financial Officer, where applicable, and approval as to form and legality by the County Attorney. The original agreement is incorporated herein by reference.

Adopted this the 27th day of March 2017.



Strategic Research and Consultation

March 8, 2017

Mr. J. Dudley Watts, Jr.
County Manager
Forsyth County Government Center
201 North Chestnut Street
Winston-Salem, NC 27101

Dear Dudley:

Thank you for the opportunity to meet with you and Ronda Tatum last week, providing me, Sherry Bradsher, and Rebecca Troutman with a better understanding of Forsyth County's interest in exploring opportunities for enhancing services and gaining efficiencies in the delivery of human services in the County. Based upon our conversation, we are submitting this proposal to outline an agreement for engaging Cansler Collaborative Resources, Inc. (sometimes hereinafter referred to as "CCR") to assist you and Forsyth County as outlined in the following proposed project scope of work.

Cansler Collaborative Resources, Inc. would be engaged to evaluate the Forsyth County Department of Social Services, the Public Health Department, and other county human services agencies with the goal of providing you and Forsyth County with both an analysis and recommendations with respect to potential consolidation or other collaboration among those agencies, identifying both potential advantages or benefits of such consolidation or collaboration as well as potential challenges or detriments. This evaluation will consider multiple approaches and the related benefits or challenges of each approach. The evaluation process will include the following:

- Development of an initial project plan with a timeline indicating process and reporting
- Initial review of necessary documents, etc., to provide increased knowledge and understanding of existing operations, missions, goals, and activities
- Interviews with members of the Social Services and Public Health Boards, the Forsyth Board of County Commissioners, as well as members of agency staff, selected stakeholders, and other appropriate individuals

CANSLER COLLABORATIVE RESOURCES, INC.
8601 SIX FORKS ROAD, SUITE 205 · P. O. BOX 99235, RALEIGH, NC 27624-9235
WWW.CANSLERCOLLABORATIVERESOURCES.COM
PHONE: (919) 334-4193

Mr. J. Dudley Watts, Jr.
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- Review of existing operational processes and their adherence to federal and state compliance requirements
- Review of existing technology utilized in administration and coordination of programmatic activity
- Comparison of current activities, administrative approach, and technology in relationship to State initiatives including NC FAST
- Review of data metrics and benchmarking practices to guide policy and program development and improvement
- Develop and analyze options for improving the effectiveness and efficiency of service delivery
- Provide project updates as determined appropriate and beneficial
- Preparation and delivery of final report, providing both analysis and recommendations for your review and consideration in accordance with the goal of this project

Sherry Bradsher and Rebecca Troutman will lead this effort on behalf of Cansler Collaborative Resources, Inc., but other members of the CCR consulting team will be available to assist as may be determined appropriate and beneficial. For your information, I am including with this proposal letter a bio sheet on our growing consulting team. We anticipate working on-site in Forsyth County an average of two or three days each month, with additional research and analysis being conducted off-site during the month utilizing email and phone conversations as beneficial. We will work with your staff in scheduling our on-site work.

We propose that this agreement be effective April 1, 2017, with the anticipation that the project timeline and engagement be accomplished in approximately eight months (8), but no later than December 31, 2017, or nine (9) months after the effective date of this agreement. At the project's completion, we would be pleased to discuss any possible continuing assistance that CCR may provide you and Forsyth County.

It is our normal policy to provide services on a retainer basis, establishing a monthly retainer fee. However, in this case we are proposing a set project fee. We propose a fee of forty-eight thousand dollars (\$48,000.00). This fee would be invoiced to Forsyth County in eight (8) installments, with five thousand dollars (\$5,000.00) being invoiced at the end of each of the first seven months of this project, and the balance of thirteen thousand dollars (\$13,000.00) being invoiced upon delivery of the final report. Should the project be completed prior to the anticipated completion date, any unbilled portion of the project fee would be billed upon delivery of the final report.

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In addition to the above-stated fees, any expenses incurred for reasonable and necessary out-of-town travel, meeting expenses, or other out-of-pocket costs incurred will be billed monthly. Any mileage costs will be billed at the rate established by the Internal Revenue Service. You will be advised in advance of any anticipated expenses other than travel costs incurred at your request or for on-site meetings in Forsyth County.

It is our practice to send our invoices electronically to an individual or individuals designated by the client as indicated in the acceptance section below. At your request, we can also provide a duplicate invoice via the US Postal Service.

Any and all proprietary and confidential information related to our efforts on behalf of Forsyth County, of which any employee of CCR might become aware as a result of the engagement, will be held in confidence and not be disclosed to any other individual or organization without the understanding and consent of Forsyth County.

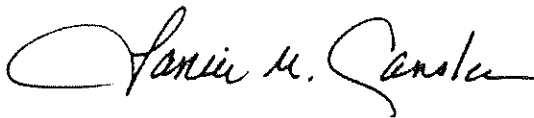
It must be understood that our firm provides assistance to a number of businesses and organizations within the health and human services environment. We are very cautious about conflicts of interest and will not become involved in competition or controversies between clients. Currently, in reviewing the scope of work set forth above, we do not see any conflicts. You would be notified should any potential conflict arise so that options may be evaluated.

We hope you find this proposal setting forth our proposed engagement acceptable. If so, please provide an authorized signature on the acceptance statement below and provide me with a copy of this letter, demonstrating acceptance. We will be pleased to execute any additional documents required by Forsyth County to implement this engagement.

If you have any issues or concerns about this proposal or desire modifications, I will be pleased to discuss possible solutions.

We look forward to providing this assistance and working with your association!

Sincerely,

A handwritten signature in black ink, appearing to read "Lanier M. Cansler". The signature is fluid and cursive, with a large initial "L" and "C".

Lanier M. Cansler
President

Mr. J. Dudley Watts, Jr.
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ACCEPTANCE OF MARCH 8, 2017 PROPOSAL:

As an authorized representative of Forsyth County, North Carolina, I accept the above proposal submitted by Cansler Collaborative Resources, Inc.

Signed:

Authorized Representative

Print Name

Title

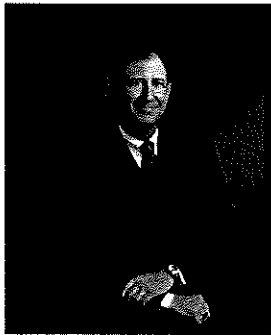
Date

Name and Email Address for Invoices

Desired Effective Date if Other Than April 1, 2017

A GROWING CONSULTING TEAM WITH OVER 200 YEARS OF COMBINED EXPERIENCE

The Cansler Collaborative Resources, Inc. Consulting and Research Team offers our clients over 200 years of combined experience in finance and management, health and human services administration, and state and local government operations. Our knowledge, experience, and expertise include policy design, business and political strategy development, administrative and management operations, quality assurance, program integrity, financial management, and business development.



Lanier M. Cansler
President

Lanier M. Cansler established Cansler Collaborative Resources, Inc. in 2012 after stepping down from his position as **Secretary of the North Carolina Department of Health and Human Services**. Lanier developed the firm with a commitment to bringing together highly qualified and experienced individuals with expertise in the health and human services and state and local government arena that could provide significant value to the firm's clients in a rapidly changing political, regulatory, and business environment. Lanier practiced as a Certified Public Accountant, with a substantial focus on assisting healthcare providers in the area of business strategy and tax compliance and planning, for almost 20 years before his election to the North Carolina General Assembly in 1994. As a **member of the North Carolina House of Representatives**, Lanier chaired various healthcare committees including the House Appropriations Subcommittee on Health and Human Services Appropriations as well as the Healthcare Oversight Committee, and was recognized as a leader in health policy development. Elected to four terms in the House, Lanier left his House seat in 2001 to become the Chief Deputy Secretary of the Department of Health and Human Services, a position he held for four years. In 2009, Governor Beverly Eaves Perdue appointed Lanier to her Cabinet as the Secretary of the Department of Health and Human Services. As Secretary, Lanier had the management and oversight responsibility for an organization with a budget of over \$17 billion and a staff of over 17,000 employees, made up of 14 programmatic divisions which included North Carolina's Medicaid and Health Choice programs, the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services, the Division of Public Health, the Division of Health Services Regulation, the State's 14 healthcare facilities including the State's psychiatric hospitals, and the Divisions of Social Services, Aging, and Child Development. Lanier brings a unique consulting and strategy perspective from his past experience in serving business and healthcare clients as a CPA, combined with his understanding of the legislative process, and his administrative skills and experience in managing the North Carolina's largest state agency.

Lanier Cansler Contact Information: Email: lcansler@canslermail.com / Mobile Phone: (919) 946-4861



Tara R. Larson
Senior Healthcare Policy Specialist

With over 33 years of experience in healthcare, from the direct delivery of services to the development and administration of state policy, Tara Larson offers the clients of Cansler Collaborative Resources, Inc. a wealth of knowledge and expertise in the administration of state and federal policies and regulatory requirements. From her initial work in the State's behavioral health facilities, to her ultimate responsibilities as **Senior Deputy Director and Chief Clinical Operations Officer**, and as **Interim Director of North Carolina's Medicaid program**, Tara has an understanding of the issues related to healthcare administration and management that is virtually unequaled in North Carolina. Also included in her vast experience is her tenure as the Deputy Director of the NC Division of Mental Health, Developmental Disabilities, and Substance Abuse Services where she had responsibility for oversight of central office, state facilities, and local programs. Tara also worked in the NC Division of Information Resources Management where she had responsibilities for the development of policy related to information technology implementation within the NC Department of Health and Human Services and served as the Statewide HIPPA Coordinator for non-DHHS state agencies. Tara's technical knowledge, combined with her facilitation skills and ability to focus on the real issues, continue to be of significant benefit to our clients.

Tara Larson Contact Information: Email: tlarson@canslermail.com / Mobile Phone: (919) 271-2767



Sherry S. Bradsher
Senior Human Services Policy Specialist

Sherry Bradsher retired as **Deputy Secretary of the Department of Health and Human Services** in September 2016, joining Cansler Collaborative Resources, Inc. on October 1st. Prior to serving as Deputy Secretary, Sherry served the agency as the Director for the Division of Social Services. With an educational background that includes social work and a Master's degree in Public Administration with a concentration in Public Policy, and with both county and state level experience, Sherry has worked in the field of human services for more than 30 years. Her county experiences included providing child welfare services in one of NC's smaller rural counties which culminated in leadership for one of the largest most complex social services agencies. She understands the programmatic, organizational, budgetary and personnel challenges faced by state and county governments everyday. Her demonstrated desire to improve service delivery and enhance outcomes for families and children took her to state leadership positions where she lead business process reengineering efforts to simplify policies and procedures, improving the management and effectiveness of entitlement programs. That work led to the State's implementation of the largest, most comprehensive IT program for human services in the nation. Sherry's compliment of skills allows her to analyze and solve complex operational issues and lead large strategic business change efforts. She has been recognized as a national leader receiving the American Public Human Services Association (ISM) Exemplary Leadership Award in 2016. Her strong understanding of social services programming from child protection, foster care, adoption, child support, child care, energy assistance, SNAP, TANF, to Medicaid eligibility is proving a great benefit to many of our clients.

Sherry Bradsher Contact Information: Email: sbradsher@canslermail.com / Mobile Phone: (919) 592-4281



James L. Jarrard
Senior Administrative Policy Specialist

Jim Jarrard brings over 20 years of health and human services leadership experience to the Cansler Collaborative Resources, Inc. consulting team. Joining the North Carolina Division of Mental Health, Developmental Disabilities, and Substance Abuse Services in 1994 as the Branch Head in Program Support and Information Management in the Thomas S. Services section, Jim's efforts and proven leadership abilities provided him with the opportunity to rise within the organization to serve as Acting Chief of the Program Accountability Section and then Section Chief of the Resource and Regulatory Management Section. Jim ultimately earned the leadership position

of **Deputy Director and then Acting Director of the Division**. His understanding and experience with the evolutionary changes in the State's behavioral health delivery system and the relationship it has with the delivery of comprehensive healthcare, as well as its connection to the delivery of other human services, is proving extremely helpful as reforms in Medicaid and healthcare delivery are taking place. Jim understands care provider issues and has been successfully involved in the development of policy related to provider reimbursement, service definitions, risk-based monitoring systems, consumer input, and grant funding. Jim was actively involved with the Executive Committee with the responsibility of negotiating settlement with the Department of Justice related to less restrictive residential settings. Jim also provided leadership in integrating innovative technology into service settings for consumers of behavioral health services. Jim's administrative and leadership skills, combined with his in-depth knowledge of behavioral health services delivery, provides extraordinary value to our clients.

Jim Jarrard Contact Information: Email: jjarrard@canslermail.com / Mobile Phone: (919) 239-5969



Rebecca Troutman
Senior Governmental Programs Specialist

Rebecca Troutman understands county government and the important relationship between the State and local governments. Rebecca brings over 24 years of experience in working the North Carolina's 100 counties, local government leaders, and local government agencies. She represented county interests related to health and human services, personnel and retirement, county budgets, and tax and finance issues before the General Assembly. Among her key legislative accomplishments on behalf of the Association was the relief on county Medicaid funding and the option for counties to restructure the health and human services delivery operations. Armed with a Masters in Public Administration from NC State University, her 24 years experience with the Association, preceded by her experience as a policy analyst at the Maryland General Assembly, where she performed comprehensive cost/benefit analyses for state programs and management policies, as well as her past experience as a budget analyst for Wake County, Rebecca brings a new dimension to our consulting team in improving the cost efficiencies and accomplished outcomes for programs delivered at the local government level. In addition, the knowledge of the working of county and state governments is an added benefit for all of our clients.

Rebecca Troutman Contact Information: Email: rtroutman@canslermail.com / Mobile Phone: (919) 449-4219



Melanie Bush
Health and Human Services Program Specialist

Stepping down as the **Assistant Director for Medicaid Policy and Regulatory Affairs** at the NC Division of Medical Assistance in 2015, Melanie brings over 17 years of experience in the health and human services and governmental arena. With a Masters in Public Affairs from the University of Texas, Melanie began her career as a Policy Analyst for the Center for Community Change in Washington, DC. Among her projects was research and analysis related to issues ranging from welfare reform, federal nutrition programs, Medicaid and SCHIP, to immigration, affordable and public housing, and elementary, adult, and higher education. Melanie moved to Texas to serve as Senior Policy Analyst for the Texas Health and Human Services Commission where she developed, led, and managed the implementation of the Texas Women's Health Program family planning waiver and Medicaid expansion. She gained significant experience in working with the Center for Medicare and Medicaid Services (CMS) as she drafted Medicaid and CHIP concept papers, waiver applications, and State Plan Amendments. Melanie's experience then brought her to North Carolina where she worked at the North Carolina General Assembly as a Legislative Fiscal Analyst where she evaluated the fiscal impact of legislative proposals. During her tenure at the Legislature, Melanie served as the lead staff person on Medicaid and, for two years, as the lead analyst for the Health and Human Services budget. In 2011, Melanie moved to the NC Department of Health and Human Services and expanded her experience and knowledge of departmental operations and relationships with CMS. Melanie's experience with health and human services spans the spectrum as she has worked for nonprofits providing direct services, advocacy organizations, as well as government.

Throughout her career, Melanie has demonstrated her analytical strengths as well as her ability to organize, educate, and implement policy to achieve strategic goals.

Melanie Bush Contact Information: Email: mbush@canslermail.com / Mobile Phone: (919) 703-9724



Elizabeth "Beth" Nelson, LPC, MAC

Project Management Specialist

Beth Nelson brings over 32 years of both clinical and administrative experience in the behavioral health and juvenile justice field. With 15 years experience as a Licensed Professional Counselor and a nationally Certified Master Addictions Counselor, coupled with over 17 years experience in administrative and management positions, Beth has developed a sound knowledge of what it takes to cultivate a strong and effective service delivery network and management organization. Throughout her career, Beth has played lead roles in program development and organizational change, also participating in data collection, quality improvement, and policy and procedure development. Beth has developed a wealth of knowledge and proficiency in best practice and evidence based programs for mental health, substance abuse, juvenile justice, youth gang interventions, and trauma related issues. In 1990, Beth started work at the Ft. Bragg Demonstration Project (Rumbaugh Clinic), where she quickly moved to the position of Assistant Section Health for Substance Abuse Treatment Services and Chair of the Clinical Staff Executive Committee. During her five years at Rumbaugh Clinic, Beth had the responsibility for the development and implementation of evidence-based protocol driven treatment services to include Motivational Interviewing, Relapse Prevention, Functional Family Therapy, and Dialectical Behavioral Therapy for dually diagnosed adolescents and their families. Beth joined Wake County in 1997 during the initial integration of Public Health, Social Services, and Mental Health into the consolidated Wake County Human Services. During her 15 years at Wake County, Beth was a leader on workgroups and committees that further developed integrated systems and standardized policies and procedures across programs. In 2004, Beth assumed the role of Child Mental Health/Substance Abuse Services Manager and was a member of the team responsible for development of a quality system of care for consumers with mental health, developmental disabilities and substance abuse problems. Beth's organizational skills, administrative experience, and demonstrated abilities in identifying and applying best practices, proves to be very valuable to our clients in developing strategies for the future.

Beth Nelson Contact Information: Email: bnelson@canslermail.com / Mobile Phone: (919) 449-7448



Dee Jones

Senior Operations and Project Management Specialist

Dee Jones stepped down as **Chief Operating Officer of the North Carolina Division of Health Benefits** at the Department of Health and Human Services in October 2016. As the COO, Dee lead the Medicaid reform transformation project, which will significantly change the delivery system for the over \$18 billion North Carolina Medicaid and NC Health Choice programs, which serve 1.9 million low-income parents, children, seniors and people with disabilities who cannot afford health care. Dee oversaw the strategic development of the newly established Division of Health Benefits, and worked closely with the Deputy Secretary of the Division of Medical Assistance and the Secretary of the Department Health and Human Services to ensure exemplary support and execution of the new delivery system. Dee lead the Division's team on the multi-year Medicaid reform project as it partnered with North Carolina Medicaid and NC Health Choice providers and beneficiaries and their families; health care systems, associations and advocates; and the NC General Assembly and other state and federal entities to build a delivery system that is right for North Carolina. Prior to becoming the Division's COO, Dee served as the Director of Operations for the NC Medicaid program and a core member of the Medicaid Executive Leadership team where she led efforts to improve program efficiency, customer service and operational effectiveness in Provider Services, Beneficiary Services, DMA Call Center, Regulatory Affairs, Hearings & Appeals,

and Procurement and Contracts. Dee also previously served as a Senior Program Advisor to the North Carolina DHHS Secretary. Dee has over 25 years of leadership experience in private and public sectors. She holds B.A.s in Accounting and Business Management from NC State University and an MBA / Accounting from the University of Phoenix. Her experience includes work in state government, manufacturing, software and cable telecommunications, having led teams in accounting, business operations, supply chain management, customer operations support, real estate, facilities and administration areas. Her business and project management experience will prove valuable to our clients.

Dee Jones Contact Information: Email: djones@canslermail.com / Mobile Phone:



Dodie Renfer

Governmental Relations, Research, and Communications

Effectiveness in governmental research and communications requires both an understanding of the people in government as well as an understanding of the operations of government. Dodie brings years of experience in working both with political candidates in campaign environments as well as elected officials in Washington, DC, the General Assembly and in local government. With a Masters in Political Management from George Washington University in Washington, DC, and experience working in the congressional prepared for her work in the legislative arena. During the 2010 – 2012 North Carolina legislative session, Dodie served as the Director of Operations for the Office of the Speaker of the House. This experience provided Dodie with an exceptional understanding of the members and operational processes with the General Assembly. Utilizing her education, knowledge, experience, contacts, and skills, Dodie is Cansler Collaborative Resources' person on the ground in North Carolina state government. Dodie's focus on identifying and tracking any activity that may impact our clients provides a valuable resource in design of strategy for dealing with the ever-changing political and regulatory environment.

Dodie Renfer Contact Information: Email: drenfer@canslermail.com / Mobile Phone: (919) 592-6161

Accessing Other Valuable Expertise

While Cansler Collaborative Resources' current consulting and research team offers a broad array of knowledge, experience, and expertise, the team's capabilities does not stop there. We have a number of other individuals with specific knowledge and experience who may be accessed on a project-by-project basis. So if there is a subject area that greater expertise is needed, chances are we have the connections for a collaborative solution.

CANSLER COLLABORATIVE RESOURCES, INC.
8601 Six Forks Road – Suite 205 / P. O Box 99235, Raleigh, NC 27624-9235
Phone: (919) 334-4193
www.canslercollaborativeresources.com