



April 24th, 2023

Camber Collective
2505 2nd Ave #415, Seattle, WA 98121
415-238-9097
Matt@cambercollective.com
Matthew Holman

Re: Response Submission for DSHS Competitive Solicitation #2334-824

Dear Sir or Madam:


1. Enclosed please find the Response of Camber Collective with respect to the above Competitive Solicitation. This Response includes this Letter (Attachment B) as well as Attachments C (Bidder Certifications), D (Bidder Response Form), and E (Contractor Inclusion Plan) as set forth in the Solicitation Document. In addition to these completed Attachments, the response includes the following additional materials (if any): _____
2. I am authorized to submit this Response on behalf of Bidder, to make representations on behalf of Bidder and to commit Bidder contractually.
3. I have read the Solicitation Document and Sample Contract. In submitting this Response, Bidder accepts all terms and conditions stated in the Solicitation Document, including those set forth in the following amendments which Bidder has downloaded (please complete, indicating if no amendments were issued):

Amendment Number(s)	Date(s) Issued
<u>AMD1 QA.pdf</u>	<u>April 3, 2023</u>

 No Amendments were issued with respect to this RFP

4. Bidder represents that it meets all minimum qualifications set forth in this DSHS Competitive Solicitation and is capable, willing and able to perform the services described in the DSHS Competitive Solicitation within the time frames set forth for performance.
5. By my signature below, I certify that all statements and information provided in Bidder's Response are true and complete.

Sincerely,

By:  _____

Name: Matthew Holman
Date: April 24, 2023
Title: Partner

Attachment C Bidder Certifications and Assurances

Bidder must sign and include the full text of this Attachment C with the Response. Altering or conditioning your certification of this Attachment C may result in your bid being disqualified.

Under the penalties of perjury of the State of Washington, Bidder makes the following certifications and assurances as a required element of its Response to this Competitive Solicitation. Bidder affirms the truthfulness of these facts and acknowledges its current and continued compliance with these certifications and assurances as part of its Response and any resulting contract that may be awarded by DSHS.

1. Bidder declares that all answers and statements made in Bidder's Response are true and correct.
2. Bidder certifies that its Response is a firm offer for a period of 180 days following receipt by DSHS, and it may be accepted by DSHS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 180-day period. In the case of a protest, the Bidder's Response will remain valid for 210 days or until the protest is resolved, whichever is later.
3. Bidder has not been assisted by any current or former DSHS employee whose duties relate (or did relate) to this Solicitation and who assisted in other than his or her official, public capacity. If there are any exceptions to these assurances or if Bidder has been assisted, Bidder will identify on a separate page attached to this document each individual by: (a) name, (b) current address and telephone number, (c) current or former position with DSHS, (d) dates of employment with DSHS, and (e) detailed description of the assistance provided by that individual.
4. Bidder certifies that Bidder is not currently bankrupt or a party to bankruptcy proceedings and has not made an assignment for benefit of creditors and authorizes DSHS to conduct a financial assessment of Bidder in DSHS' sole discretion.
5. Bidder acknowledges that DSHS will not reimburse Bidder for any costs incurred in the preparation of Bidder's Response. All Responses shall be the property of DSHS. Bidder claims no proprietary right to the ideas, writings, items or samples submitted as part of its Response.
6. Bidder acknowledges that any contract award will incorporate terms set forth in the Sample Contract(s), including its attachments and exhibits, as set forth as Attachment A to the Solicitation Document, or may, at DSHS' option be negotiated further. DSHS may elect to incorporate all or any part of Bidder's Response into the Contract.
7. Bidder certifies that it has made no attempt, nor will make any attempt, to induce any other person or firm to submit, or not submit, a Response for the purpose of restricting competition and that the prices and/or cost data contained in Bidder's Response: (a) have been determined independently, without consultation, communication or agreement with others for the purpose of restricting competition or influencing bid selection, and (b) have not been and will not be knowingly disclosed by the Bidder, directly

or indirectly, to any other Bidder or competitor before contract award, except to the extent that Bidder has joined with other individuals or organizations for the purpose of preparing and submitting a joint Response or unless otherwise required by law.

8. Bidder acknowledges that if it is awarded a contract containing Business Associate requirements under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), or any other Data Security requirements, that Bidder will incorporate the terms of such Business Associate or Data Security requirements into all related subcontracts.

9. Bidder acknowledges that if awarded a contract with DSHS, Bidder is required to comply with all applicable state and federal civil rights and other laws. Failure to comply may result in contract termination. Bidder agrees to submit additional information about its nondiscrimination policies, at any time, if requested by DSHS.

10. Bidder certifies that Bidder has not, within the three-year period immediately preceding the date of release of this competitive solicitation, been determined by a final and binding citation and notice of assessment issued by the Department of Labor and Industries or through a civil judgment to have willfully violated state minimum wage laws (RCW 49.38.082; Chapters 49.46 RCW, 49.48 RCW, or 49.52 RCW).

11. Bidder certifies that it has a current Business License and agrees that it will promptly secure and provide a copy of its Washington State Business License, unless Bidder is exempted from being required to have one, if Bidder is awarded a contract.

12. Bidder authorizes DSHS to conduct a background check of Bidder or Bidder's employees if DSHS considers such action necessary or advisable.


13. Bidder has not been convicted nor entered a plea of *nolo contendere* with respect to a criminal offense, nor has Bidder been debarred or otherwise restricted from participating in any public contracts.

14. Bidder certifies that Bidder has not willfully violated Washington state's wage payment laws within the last three years.

15. Bidder certifies that Bidder is not presently an agency of the Russian government, an entity which is Russian-state owned to any extent, or an entity sanctioned by the United States government in response to Russia's invasion of Ukraine.

16. Bidder acknowledges its obligation to notify DSHS of any changes in the certifications and assurances above.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

Bidder's Signature:  _____

Title: Partner _____

Organization Name: Camber Collective, LLC _____

Date: April 24, 2023 _____

Place Signed (City, State): Seattle, WA _____

ATTACHMENT D: BIDDER RESPONSE FORM			
This form is broken into five (5) sections: Section 1. Administrative Response; Section 2. EO 18-03 Certification; Section 3. Bidder Certification – WA Small Business; Section 4. Bidder Certification – Veteran-Owned Business; Section 5. Bidder Qualifications and Experience; 6. Bidder’s Proposed Pricing. Bidders must respond to all questions in the order and in the expandable space provided. If a question requires Bidder to submit additional documents, please attach them to this document and label them clearly as part of Bidder’s response to this Attachment D.			
1	BIDDER INFORMATION (ADMINISTRATIVE RESPONSE) Bidder’s response to the questions in this Section 1, combined with the information provided in Bidder’s Submittal Letter and Certifications and Assurances, comprise Bidder’s Administrative Response to this Solicitation. While the Administrative Response is not given a number score, information provided as part of Bidder’s Administrative Response may cause the Bid to be disqualified and may be considered in evaluating Bidder’s qualifications and experience.	MAXIMUM TOTAL POINTS	THIS COLUMN IS FOR EVALUATION PURPOSES ONLY
a	Indicate whether Bidder employs or contracts with any current or former state employees. ANSWER: No	NOT SCORED	
b	Please list the names and contact information for three individuals you agree may serve as Bidder references and may freely provide information to DSHS regarding the reference’s experience and impressions of Bidder. In providing these names, Bidder represents that it shall hold both DSHS and the organizations and individuals providing a reference harmless from and against any and all liability for seeking and providing such reference. ANSWER: Reference #1: Name: Sarah Holdener Title: WA Department of Children, Youth, and Families (WA DCYF) Help Me Grow Washington lead Address: WA DCYF, PO Box 40970, Olympia, WA 98504 Telephone number: (360) 725-4434 Email address: sarah.holdener@dcyf.wa.gov Description: Primary client contact for the Help Me Grow Washington strategic planning process that Tina and Camber Collective have been facilitating since Sept 2022 and will continue until June 2023. We have been working with Sarah and cross-sector state agencies, state and local community organizations, and families and caregivers to develop a 5-year strategic plan. Reference #2: Name: Angie Funairole	NOT SCORED	

	<p>Title: Child Health Unit Supervisor, Thriving Children and Youth, Division of Prevention and Community Health Office of Family and Community Health Improvement Washington State Department of Health Address: Post Office Box 47859, Olympia, Washington 98504-7859 Telephone number: (360) 490-6114 Email address: Angie.Funaiole@doh.wa.gov Description: Primary client contact for WA DOH Essentials for Childhood initiative; Camber has partnered with Angie on various projects related to early childhood supports and systems in Washington State since 2021.</p> <p>Reference #3: Name: Holly Luna Title: Caregiver Retention and Support Program Manager, Licensing Division, Washington Department of Children, Youth and Families Address: WA DCYF, PO Box 40970, Olympia, WA 98504 Telephone number: (360) 870-1423 Email address: holly.luna@dcyf.wa.gov Description: Primary client contact for the Mockingbird Family program, a youth foster care model. Tina is leading a Camber team to conduct an assessment of the Mockingbird Family model to conduct stakeholder engagement with foster care communities in WA state, local and regional community leaders, legislatures, policymakers, DCYF regional staff/leadership, Mockingbird Society technical assistance team, and private child placing agencies to understand the issues, opportunities, and gaps within the system and develop a set of recommendations related to the possible expansion of the Mockingbird Family program.</p>		
c	Please indicate whether your Response contains any variations from the requirements of the Solicitation Document. If the answer is yes, list each variation with specificity and include the pertinent page numbers containing the variation.	NOT SCORED	
	ANSWER: No		
d	Please indicate whether you are requesting that DSHS consider any exceptions and/or revisions to the sample contract language found in Attachment A. If so, state the page of Attachment A on which text you request to change is found, and state the specific changes you are requesting. DSHS shall be under no obligation to agree to any requested changes, and will not consider	NOT SCORED	

	changes to contract language or negotiate any new language that are not identified in response to this question.		
	ANSWER: No		
e	If Bidder considers any information that is submitted as part of its Response to be proprietary, please identify the numbered pages of Bidder’s Response containing such information and place the word “Proprietary” in the lower right hand corner of each of these identified pages.	NOT SCORED	
	ANSWER: All visuals and content submitted in the <i>Appendix A: Work Sample for Camber Collective</i> document is considered proprietary and should not be shared outside of this RFP review process.		
f	Please indicate whether you have had a contract terminated for cause or default within the past five (5) years. If so, please provide the terminating party’s name, address and telephone number and provide a summary describing the alleged deficiencies in Bidder’s performance, whether and how these alleged deficiencies were remedied and any other information pertinent to Bidder’s position on the matter. “Termination for Cause” refers to any notice to Bidder to stop performance due to Bidder’s asserted nonperformance or poor performance and the issue was either (a) not litigated; (b) litigated with a resulting determination in favor of the other party; or (c) is the subject of pending litigation	NOT SCORED	
	ANSWER: No		
g	Please identify any prior contracts Bidder has entered into with the State of Washington within the past ten (10) years and identify the dates and nature of the contract and primary agency contact for each.	NOT SCORED	
	ANSWER: Name of Agency: Washington Department of Children Youth and Families (WA DCYF) Project Name & Description: Mockingbird Family Expansion Assessment Camber Collective and LY Professional Services (sub-contractor) were contracted with WA DCYF to assess the Mockingbird Family program and provide recommendations for expansion efforts Timeframe of project: 2/3/2023 – 6/3/2023 DCYF Contract Manager: Melissa Cox; DCYF Project Manager: Holly Luna		

Name of Agency: Washington Department of Children Youth and Families (WA DCYF)
Project Name & Description: Help Me Grow Washington Strategic Planning
Camber Collective and LY Professional Services (sub-contractor) were contracted with WA DCYF to develop a 5-year strategic plan with governance model and strategic initiatives for Help Me Grow Washington (HMG WA).
Timeframe of project: 9/15/2022 – 3/31/2023; extension 4/1/2023 – 6/30/2023
DCYF Contract Manager: Sarah Holdener

Name of Agency: Washington Department of Health (WA DoH) Essentials for Childhood program
Project Name & Description: Washington Department of Health (WA DOH) EfC program support
Camber Collective and LY Professional Services (sub-contractor) were contracted with WA DOH to support strategic options and stakeholder interview analysis
Timeframe of project(s): 7/1/2021 – 9/6/2021; 8/1/2022 – 9/5/2022
DOH Contract Manager: Angie Funairole

Name of Agency: Washington State Office of the Treasurer
Project Name & Description: Wealth Inequalities Study
Camber Collective (sub-contractor) and Prosperity Now (prime contractor) partnered to examine wealth inequities in the state and inform the state legislature's debate of proposed Baby Bond policy. The final report will serve as a fact base for the state legislature's debate of the policy and elevate identified policy solutions for determining eligibility for the program.
Timeframe of project(s): 2022
Contract Manager: Anna Borris, Chief of Staff

Name of Agency: Washington Healthcare Authority (HCA)
Project Name & Description: As-Needed Health Consulting Services
Camber was awarded contract to be considered for as-needed consulting services in two categories: 1) Strategic Planning, and 2) Partnerships and Coalitions. Actual work within this contract is contingent upon procurement and award of specific statements of work (none issued or awarded to date in these categories as of April 2023)
Timeframe of project(s): Contract valid for Statements of Work from July 1, 2022 through June 30, 2026
DOH Contract Manager: Alyson Chase, Strategy and Operations Admin

h	Please indicate whether Bidder has been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services Bidder proposes to provide pursuant to this Competitive Solicitation. If the answer is yes, please list the nature of the allegations, docket number, disposition and date (if applicable) and Bidder's explanation of how it has changed its practices or operations relative to any alleged deficiencies since that proceeding was filed.	NOT SCORED	
ANSWER: No			
i	Please describe your proposed plans for the use of Subcontractors in performing this contract, listing each Subcontractor, its proposed role and the estimated percentage of the Contract that will be performed by each Subcontractor. Please indicate whether each subcontractor self-identifies or is certified as a small business, a minority-owned business, a woman-owned business, a disadvantaged business enterprise, or a veteran-owned business. If the answer is yes, please identify the type of organization(s) and provide details of any certifications. Note that all Subcontractors must be approved by DSHS.	NOT SCORED	
ANSWER: Tina Liang is a subcontractor with LY Professional Services, a certified OMWBE business (Certification Number: M4F0028070). Tina will be leading the project effort over the course of the project engagement, and will be supported by staff and leadership from Camber Collective. Roughly 70% of the project will be completed by Tina.			
J	Please describe any programs, policies or activities of your organization that support human health and environmental sustainability in your business practices. If a program, policy or activity is specifically applicable to this Contract, please so indicate.	NOT SCORED	
ANSWER: Camber Collective is a certified B-Corporation, reflecting our commitment to being a leader in the movement for inclusive, equitable, and regenerative economic and social practices. To receive certification, Camber went through a rigorous year-long process that validated our internal standards for social and environmental performance, transparency, and accountability to our stakeholders. As a B-Corporation, Camber is legally required to consider the health and environmental impact of our actions on all stakeholders, including customers, staff, the communities we serve, and the environment more broadly. While over 75,000 companies across 150 industries globally are certified, only a small number of strategic advisory firms meet the bar for certification. This reflects the commitment by Camber to hold ourselves accountable to a higher standard of health and environmental sustainability than the vast majority of our peers. To learn more about Camber's B-Corp certification and our commitment to sustainable and equitable practices, please visit our website at https://cambercollective.com/2023/01/05/camber-b-corps/ .			

	<p>In addition to being a B-Corp, Camber Collective has internal policies that promote local business practices and support building local capacity, minimizing waste and consumption, and thoughtfulness around how we engage with the communities we serve. While a significant portion of our client projects are in global health and development, we consistently look to partner with local agencies and partners in the global south to conduct primary data collection, testing, and interventional studies. We build in sufficient funding and sub-granting opportunities to partner with organizations and individuals who live and work in local communities. In a similar vein, we limit our travel and transportation activities to those that are significant and crucial to conduct in-person.</p>		
2	BIDDER EO 18-03 CERTIFICATION	MAXIMUM TOTAL POINTS	
EO	<p>Are your employees required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver?</p> <p>Please Note: Points for this question will be awarded to bidders who respond that they do not require these clauses and waivers. If you certify here that your employees are NOT required to sign these clauses and waivers as a condition of employment, and you are the successful bidder, a term will be added to your contract certifying this response and requiring notification to DSHS if you later require your employees to agree to these clauses or waivers during the term of the contract.</p>	5 (for answer “no”)	
	<p>ANSWER: No</p>		
3	BIDDER CERTIFICATION –WASHINGTON SMALL BUSINESS	MAXIMUM TOTAL POINTS	
EO	<p>a. <i>Location.</i> Bidder’s principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm’s headquarters where business decisions are made and the location for the firm’s books and records as well as the firm’s senior management personnel.</p> <p>b. <i>Size.</i> Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars (\$7,000,000) annually as reported on Bidder’s federal income tax return or its return</p>	5	

	<p>filed with the Washington State Department of Revenue over the previous three consecutive years.</p> <p><i>WEBS Certification.</i> Bidder must have certified its Washington Small Business status in Washington’s Electronic Business Solution (WEBS).</p>		
	<p>ANSWER: Yes, both Camber Collective and LY Professional Services are Washington Small Businesses</p>		
4	BIDDER CERTIFICATION – CERTIFIED WASHINGTON VETERAN-OWNED BUSINESS	MAXIMUM TOTAL POINTS	
EO	<p>Are you a Certified Washington Veteran-Owned Business as defined under RCW 43.60A.190?</p> <p>According to Chapter 43.60A.190 RCW, to qualify as a Certified Washington Veteran-Owned Business, Bidder must meet Four (4) requirements:</p> <p><i>a. 51% Ownership. Bidder must be at least fifty-one percent (51%) owned and controlled by:</i></p> <ol style="list-style-type: none"> <i>1. A veteran as defined as every person who at the time he or she seeks certification has received a discharge with an honorable characterization or received a discharge for medical reasons with an honorable record, where applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;</i> <i>2. A person who is in receipt of disability compensation or pension from the department of veteran’s affairs; or</i> <i>3. An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.</i> <p><i>b. Washington Incorporation/Location. Bidder must be either an entity that is incorporated in the state of Washington as a Washington domestic corporation or, if not incorporated, an entity whose principal place of business is located within the State of Washington.</i></p> <p><i>c. WEBS Certification. Bidder must have certified its Veteran-Owned business status in Washington’s Electronic Business Solution (WEBS).</i></p>	5	

	<p><i>d. WDVA Certification. Bidder must have provided certification documentation to the Washington Department of Veterans' Affairs (WDVA) and be certified by WDVA and listed as such on WDVA's website (WDVA – Veteran-Owned Businesses).</i></p>		
	<p>ANSWER: No</p>		

5	BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT RESPONSE)	MAXIMUM TOTAL POINTS	
EXPERIENCE AND QUALIFICATIONS			
A	<p>Please describe the experiences, skills and qualifications your organization possesses that are relevant to an evaluation of your ability to perform the Contract that is the subject of this Solicitation. Please ensure that your answer to this question includes all information that you wish DSHS to consider in determining whether you meet the minimum Bidder qualifications set forth in the Solicitation Document. Please include any relevant experience that distinguishes your organization or makes it uniquely qualified for the Contract.</p>	15	
<p>ANSWER:</p> <p>Camber Collective, LLC is a strategy consultancy partnering locally and globally to address today’s most urgent challenges—systemically, sustainably, and equitably. Camber’s vision is to create transformational impact with systemic, sustainable solutions that enable people and communities around the world to lead healthy and prosperous lives. Camber provides services at the intersection of social and behavioral insights, strategy, and coalition building to help organizations identify where and how they can work for the greatest impact.</p> <p>Camber works with major philanthropic institutions, bilateral and multilateral institutions, NGOs, venture capital and venture philanthropy, governments, and private sector organizations. We will bring a unique blend of experience and capabilities to support DSHS in conducting the fatherhood study. Camber’s core mission is to serve organizations seeking to improve the health and well-being of the most vulnerable populations and to help strengthen social services and primary health delivery systems.</p> <p>As a firm, we bring experience in advanced segmentation and voice of the beneficiary research; system mapping and landscaping; quantitative and qualitative analytics toward defining strategic choices; designing and supporting stakeholder engagement strategies; and facilitating strategy development, organizational and investment planning, and change management.</p> <p>At Camber, we set ourselves apart by pairing analytical rigor and a human-centered approach grounded in equity to disrupt the status quo:</p> <ul style="list-style-type: none"> • Analytical rigor: We are rigorous in our analysis, deploying best-in-class quantitative and qualitative methods in relentless pursuit of insights to guide decisions and drive toward greater impact and systems change. We are equally experienced in synthesizing and framing evidence in an intuitive and visually compelling way, supporting effective dialog and decision-making across a wide variety of audiences and stakeholders. 			

- **Human-centered approach:** We center the expertise, lived experiences and values of the communities most impacted by our work. We lead with listening and work shoulder to shoulder with our clients and partners to co-create solutions tailored for the unique problems we are trying to solve.
- **Equity:** Equity is not a performance; it is a mindset and a commitment to disrupting the systemic, enduring harms and biases experienced by too many in our global society today. From a basis of trust, humility, collaboration, and belonging, we collectively engage in an ongoing journey towards more deeply impactful, transformative, mission-aligned work for our clients and the communities they serve.

Over the past decade, Camber has delivered over 200 strategy engagements. We bring the perspective and lessons learned from these experiences to each of our engagements, with specific strength in the areas required to deliver this project effectively.

Camber brings a unique set of relevant capabilities and experiences that equip us to partner effectively with the Fatherhood Council on this project. Our experience includes the following key areas, as detailed within the project qualifications that follow in sections C and D of this proposal:

Project Qualification		Experience Demonstrated					
		M&E / segmentation of marginalized sub-groups	Dashboard visualization	Systems based coalition building	Policy & strategy	Children and family well-being	DEI-Facilitation
1	WA Department of Children, Youth, and Families (WA DCYF) <i>Mockingbird Expansion Assessment</i>	✓		✓	✓	✓	
2	Washington State Office of the Treasurer <i>Washington State Health Inequities Study</i>	✓	✓	✓	✓	✓	
3	Hewlett Foundation <i>Climate Communications Working Groups</i>			✓	✓		
4	JUMA Ventures <i>California Violence Intervention and Prevention Grant Program, Local Evaluation Plan</i>	✓			✓	✓	
5	Carbon180 <i>Embedding Equity in a Global Initiative for Carbon Removal</i>	✓		✓	✓		✓
6	Packard Foundation <i>Benchmarking Best Practices for Embedding Equity in Grantmaking</i>			✓	✓		✓
7	Seattle Foundation <i>Civic Commons Community Dashboard</i>	✓	✓	✓	✓		
8	Breakthrough Action <i>Social & Behavior Change Through Segmentation Analysis</i>	✓	✓	✓	✓	✓	
9	Bill & Melinda Gates Foundation <i>Economic Mobility Field Evaluation</i>	✓	✓	✓	✓		✓

- **M&E/segmentation:** allows us to collect and analyze data in a disaggregated approach to understand the experiences of sub-groups that are often marginalized or experiencing inequities
- **Dashboard visualization:** to use graphic representations that easily accessible and culturally competent, to support strategic decision-making
- **Coalition-building:** using an *equitable project design* and *participatory leadership (Delphi)* approaches, we facilitate co-design sessions to align on shared purpose and vision across diverse stakeholders who are interconnected in systems
- **Policy & strategy:** based on data analysis and stakeholder engagement, we develop policy and strategic recommendations

	<ul style="list-style-type: none"> • Children & family wellbeing: we have a wide-ranging set of client projects working at the state-level (domestic) and global levels designing studies, interventions, and policies related to maternal, newborn, early childhood, youth, and family health • DEI-facilitation: we work with organizations and coalitions to embed equity-based principles in their core values
B	<p>Please provide the names of the key team members you will assign to this Contract, if you are the Successful Bidder, and provide their proposed roles and copies of resumes describing the relevant experience they possess. Bidder should note that if awarded a contract, it may not reassign its key personnel from the Project without prior approval of DSHS. <i>Please ensure all proprietary material is clearly marked in accordance with RFP Document Section D.5.</i></p>
	<p>10</p> <p>ANSWER: Camber Collective deploys a flexible, collaborative engagement model. We serve our clients by delivering both an engaging, collaborative process, as well as high-quality final products and tools. We facilitate client-driven strategic thinking, partnering closely with them to provide analytical and research horsepower; structure complex problems; develop answers; and support teams in being productive. We are strong communicators and consensus-builders and anticipate working closely with you.</p> <p>For this engagement, we propose a three-member Camber team, with level of time allocation flexing up and down over the course of the 9-month engagement based on project needs (as indicated in the short team member summaries below and specifically outlined within the budget attachment). Below are summaries of experience for each committed team member (full resume/CVs for each team member are provided within the Appendix at the end of this document):</p> <p>Matt Holman Project Oversight: Matt will have overall accountability for project outputs and outcomes in his role as project oversight, serving as the point of escalation for contract or delivery questions or concerns for DCYF. Matt will provide quality assurance review on all interim and final deliverables and will participate in key meetings with DCYF leadership and other key stakeholders, as appropriate. Matt will also be available as a thought partner to the team and DCYF for questions on methodology and substance throughout the project. Matt will be allocated approximately 2 hours per week across all phases of the project.</p> <p>Matt brings over 20 years of experience in consulting across a broad range of clients and priorities including growth/expansion strategy, partnership & coalition building, funding strategy, and sustainability. Matt brings a track record of delivering high impact results on similar efforts focused on opportunity youth, with clients including the Bill and Melinda Gates Foundation and Washington Department of Health. Prior to joining Camber, Matt was a founding Principal in Market Development at Echo Health Ventures and an Engagement Manager in the healthcare strategy practice at Monitor Deloitte. Matt earned his MBA and</p>

MPH degrees from the University of California at Berkeley, and his B.S. in Business Administration from the University of Southern California. He currently serves as an Advisory Board member for the USC Center for Healthcare Delivery Science, which seeks to identify innovative solutions enhance healthcare access, quality of care, and health outcomes to achieve health equity for underserved populations in Los Angeles County and beyond. Matt is based in Camber's Seattle office.

Tina Liang | Project Lead: Tina will be responsible for framing and development of deliverables across all tasks within the engagement and will serve as primary facilitator of project meetings and stakeholder engagement sessions. Tina will be the day-to-day primary point of contact for WA DSHS on this project and will work closely with the Fatherhood Council members and core team to shape the project approach, deliverables, and strategic recommendations. Tina will be allocated approximately 10-15 hours/week.

Tina brings 15 years of experience working in healthcare and shared prosperity, working with clients across government, nonprofit, and private sectors. Tina has been an Engagement Manager with Camber Collective for the last four years (working as a Sub-contractor since 2022). Prior to joining Camber, Tina worked for a health-tech startup (Remedy Partners, now CVS/Signify Health) that bridged the intersection between payers and providers in setting up episodic payments and bundled care arrangements. She was the chief of staff for the CEO, and also the director of strategy & planning for Commercial Insurance Products. Previously, Tina spent most of her career at Deloitte Consulting's Strategy & Operations practice. She has a Masters in Business Administration and Public Health from the University of California Haas School of Business, and a Bachelor of Science in Psychology and Neuroscience from Duke University. Tina is based in Tacoma, Washington. She is fluent in English and Chinese (Mandarin).

LeAnna Cates | Project Support: LeAnna Cates will work closely with Tina in support of project research and landscaping, stakeholder engagement, meeting facilitation, and content development. LeAnna will be allocated approximately 20 hours/week in Phases 2-3 of the project.

LeAnna specializes in bringing evidence-based approaches to decision makers to drive systems-level change, improve organizational performance, and elevate community voices. While at Camber, she has driven strategy, organizational, and equity analysis alongside governmental and philanthropic organizations to drive impact at the community-level. She is passionate about using equitable liberatory design principles and compelling visualization and narrative to engage stakeholders and elevate those most impacted. Prior to Camber, she founded Community Health Resource Partners where she was contracted by organizations and local government agencies in the Midwest funded by the CDC, SAMHSA, and Missouri Department of Health and Human

	<p>Services to develop monitoring, learning and evaluation (MLE) frameworks, workforce development plans, training modules, and strategies for evidence-based program design. She has been recognized for her public health efforts in the Midwest through Ink Magazine’s 30under30 change makers. LeAnna holds an MSc in Global Health from the Harvard T.H. Chan School of Public Health and a Bachelor’s degree in Bioinformatics from the University of Missouri-Kansas City. She is based in Seattle and has been with Camber since 2020.</p>		
C	<p>Please describe current or prior projects that demonstrate a like process and product. Please explain challenges and how they were overcome. Where do you foresee similar or different challenges with this study?</p>	15	
	<p>ANSWER:</p> <p>1. Washington Department of Children, Youth, and Families (WA DCYF): Mockingbird Family Expansion Assessment</p> <p>Tina Liang is leading the Mockingbird Family Expansion Assessment (Jan 2023 – June 2023) along with Camber Collective to assess and develop an expansion strategy for the WA DCYF’s youth foster care program, Mockingbird Family. The outputs of our work included a literature review, quantitative and qualitative analysis of metrics & evaluation (M&E) data, program assessments, and caregiver surveys, all culminating into a public facing WA State legislative report outlining strategic recommendations for expansion, budget/funding needs, operational and resource recommendations, and public messaging for the program. We co-designed an engagement model to elevate those most impacted, including current and former foster parents, former foster youth who participated in the Mockingbird Family model, as well as key actors in the system, including Mockingbird Society and DCYF staff, state, and local partner organizations (e.g., licensing agencies, youth advocacy groups, homeless shelters, mental & behavioral health orgs), and state legislators. This project demonstrates our ability to use a systems approach to co-design collaborative engagement models centering on those most impacted while also involving the organizations that serve and impact them, leverage deep knowledge in public health and social sectors focused on under-resourced and marginalized groups (i.e., youth, mental health & behavioral health, BIPOC, LGBTQ+), deploying an equitable project design approach facilitating group discussions, workshops and design sessions to evaluate options, make decisions, define shared visions, and drive alignment and actionable change across diverse stakeholder groups, and developing a set of targeted metrics to use for M&E with a continuous quality improvement (CQI) principles leveraging existing resources and processes.</p> <p>Some of the challenges we have encountered on this project include inter-agency / inter-organizational relationship dynamics and structural challenges, such as the historic tensions between DCYF and private child placing agencies (CPAs), and between the agencies and the foster care parents and caregivers. In order to envision a shared vision across the stakeholder groups, we</p>		

aimed to acknowledge the past, establish trust and mutual respect, determine complementary roles, and align strategies, while also recognizing the inherent differences in power dynamics and resourcing. We noted the contextual considerations and structural/systemic changes that will take time to change, while also providing tangible expansion recommendations to test in the meantime. In addition, we encountered limited availability of data metrics and impact data for the Mockingbird program in WA-state. In our recommendations, we developed processes for monitoring & evaluation (M&E) that leveraged existing data that was either readily available or easy to collect, and provided guidance on how to embed these activities within DCYF's current resource capabilities. Similar to this DSHS Fatherhood Council baseline data project, we anticipate there may be limited data available in certain areas, and there may be at times inter-agency and stakeholder dynamics that will be uncovered through this process. To build a coalition structure where agencies and stakeholder groups are aligned in strategy and shared vision, we will need to acknowledge inherent power and structural dynamics or historical policies that may have led to negative impacts on some sub-groups of fathers. We can use this project to determine what available data is readily accessible, and where there are gaps, our recommendations will be to leverage existing resources, when possible, in building out M&E tools and making recommendations for improving the evidence-base.

2. **Washington State Office of the Treasurer, Wealth Inequalities Study:** Camber provided a **cohesive picture and story, using compelling graphics and visualizations**, to convey a fact base to inform the Washington State legislature's debate of a proposed Baby Bond policy. Baby Bonds are a government sponsored approach to wealth-building and economic mobility. Camber was specifically engaged by the Washington State Office of the Treasurer to examine relevant wealth, economic and racial inequities in the state. In partnership with Prosperity Now, Camber conducted a **literature review of wealth inequality and inequity**, carried out **quantitative analysis, and incorporated lived experience through focus groups and interviews**. Specifically, Camber was tasked with **collecting and synthesizing wealth data** from across the state of Washington, which presented a number of challenges. Due to data gaps, differing data timeframes, differing measures, and other factors, Camber was required to combine different data sources and establish specific proxies for wealth on others (e.g., income, home ownership, debt, program participation). In some cases, Camber was able to use wealth information from different sources that could be triangulated with available data to complete a full and accurate picture. We would anticipate facing similar data gaps and challenges within the Fatherhood study and would work with the Council to ensure that a similarly robust and complete data set was built utilizing available sources. Another challenge faced on this project was aligning research and narrative to ensure that outputs addressed the questions and concerns of all demographics and to tell a story of wealth inequality that would resonate with both urban and rural Washingtonians. We would anticipate that the Fatherhood Study will require similar consideration in framing outputs for multiple different audiences and perspectives. The final report will serve as a fact base for the state legislature's debate of the policy and elevate identified policy solutions for determining eligibility for the program. Camber's work on this project was featured in the [Seattle Times](#) in December 2022. The bill, based

on Camber’s work, was also introduced in December 2022 in both legislative chambers and is now public – [House Bill 1094](#) & [Senate Bill 5125](#).

3. **Hewlett Foundation: Climate Communications Working Groups.** Camber supported the Hewlett Foundation in developing a broad, **global assessment of the assets, strategies, and capacities** of its existing climate-related grantees with an aim to identify field-level gaps that limit collective progress on addressing climate change. Camber extensively **interviewed 60+ stakeholders and practitioners to compile landscape overviews** of the climate communications field, which included assessments of key grantees’ individual strategies, geographic reach, audiences, capabilities, metrics, and identified needs. We **identified investment opportunities** for an optimal climate communications portfolio. In subsequent phases, a Camber team **facilitated working groups** that had emerged from the convening to build alignment for climate communications, which included a high-level operating model for a formal effort to support funder coordination. Camber facilitated 3 sessions each across 4 working groups (aligning narratives, engaging frontline/grassroots orgs, building digital/social media capacity, and aligning funding strategies) among 60+ participants across 30 organizations (US-based and globally). During the sessions, tensions and diverse perspectives emerged relating to how to engage and build trust with grassroots organizations specifically through a social justice lens. Given how historically **environmental policies have significantly negatively impacted BIPOC and low-income population segments**, the dynamic can feel extractive. While some people felt that the climate change require urgency and needed imminent change (e.g., “we don’t have time to engage all of the grassroots / divergent perspectives when our planet is burning down”), we encouraged a balanced approach and an imminent need to engage a broader set of environmental justice and social justice grassroots organizations to **create two-way conversations**. Ultimately the working group decided that the climate change conversation needs broader engagement from both sides and elevated voices from those outside of the climate movement (e.g., social justice orgs, center-right orgs, conservationists, outdoor recreation networks, etc.). We anticipate with the Fatherhood Council and the system partners, we will uncover a diverse set of perspectives, perhaps some at odds with one another. Also, we will need to create channels of two-way communications and foster an environment for open discussions while also working towards some alignment on shared purpose and coordination.
4. **Juma Ventures, California Violence Intervention and Prevention Grant Program, Local Evaluation Plan.** Camber was engaged by [Juma Ventures](#), one of the largest **youth-run social enterprises in the US**, to develop an evaluation plan of their YouthConnect program for reporting to the California Violence Intervention and Prevention (CalVIP) grant. The YouthConnect program supports low-income youth overcome barriers to economic wellbeing by providing them with meaningful employment, coaching and workshops, and connections to further career opportunities and educational pathways. In partnership with Juma, Camber analyzed Juma’s logic models, existing data collection methods and databases, and operational

capacity for the grant period. To holistically evaluate YouthConnect, Camber developed **evaluation plans for both the program process** (activities and outputs) and **program outcomes** (overall effectiveness in relation to long-term impact goals). Camber delivered evaluation plans that include key evaluation questions, **key indicators of success**, available and additional data sources, suggested **data collection methods & frequency**, and proposed analysis approaches. Camber's engagement will support Juma in executing CalVIP grant reporting requirements, holistically **evaluating their impact on the lives of low-income youth in California**, and evolving their **monitoring and evaluation (M&E)** practices. This project demonstrates Camber's relevant capabilities and experience in **developing M&E processes, KPIs and CQI process** for a **youth program focused on addressing economic and social mobility barriers**. Similar to the Fatherhood Study, we anticipate following a similar process to collect existing data and building a CQI process that is sustainable and transferable to the client organization. We had to overcome challenges with accessing external databases and determining the validity and reliability of external data points, and also determine which internal KPIs are most meaningful to track impact and progress. We interviewed experts in the field to verify the external data points, and deployed on an iterative process that will evolve over time.

5. **Carbon180: Embedding Equity in a Global Initiative for Carbon Removal.** In Q1-Q2 2022, Camber supported a project with [Carbon180](#) on how to center equity in global scale-up of technology for carbon dioxide removal (CDR) solutions in order to ensure that the benefits of CDR deployment are equitably distributed. This work was conducted to inform the development of a collaborative philanthropic initiative aiming to unlock resources from governments and the private sector to build the first 100 CDR projects, each able to remove at least 1 million tons of carbon per year within the next decade, and to ensure a **supportive and sustainable ecosystem** for CDR to scale. Camber conducted **desk research and qualitative interviews with stakeholders** worldwide on climate activism, civil society-building, CDR perspectives among **marginalized communities**, and **equity in other global partnership models** in order to understand what equitably scaling CDR technological solutions should look like. Our guidance focused on developing a supportive, sustainable ecosystem for CDR to ensure that communities are able to meaningfully engage with, monitor, and benefit from the introduction of CDR solutions. Recommendations include **strengthening civil society networks**, advancing research to ensure new technologies are safe for both the environment and communities, and developing mechanisms to ensure equitable distribution of benefits.

Some of the challenges we faced included ensuring that we were getting as **wide a range of perspectives** as possible, and not just simply speaking with those that were most willing/ accessible for us to speak to. For example, we made intentional efforts to **include perspectives from organizations that were fundamentally opposed to carbon removal**, as well as perspectives from organizations that were based in LMICs and that could share a Global South perspective. It was important for us to understand the full range of opinions on the topic and **we created a dashboard detailing the different categories of stakeholders** we wanted to speak to (in order to get the full picture), and we then used the **targets in the dashboard to hold**

ourselves accountable. Similar to the Fatherhood study, we anticipate facing challenges with having differing perspectives on what the right supports and programs should be available for fathers and fatherhood figures, as well as needing to overcome the complexities of using a dashboard visualization to support setting goals & targets and decision-making. We will acknowledge where there are tensions or differing perspectives, and facilitate alignment on initial graphic representations but also note future iterations and considerations in areas where we do not reach full alignment.

- 6. Packard Foundation: Benchmarking Best Practices for Embedding Equity in Grantmaking.** From 2020-2021, Camber led a large-scale project with the Packard Foundation; Camber worked with Packard’s Conservation and Science (C&S) team to systematically understand, build off of, and implement what had previously been independent and ad-hoc sub-program initiatives to embed justice and equity into their strategies and grantmaking processes. The project has consisted of (1) an **internal current state analysis of the DEI-related grantmaking activities** at the C&S subprogram level, and an **external landscape of best practices** for philanthropic sector actors seeking to systematically advance DEI in grantmaking; (2) **moderating reflection sessions** to allow team members to explore how their personal DEI learning journeys interact with, and influence, foundation norms and processes, **facilitating workshops focused on identifying ways to embed justice and equity at the strategic/conceptual and tactical/process level**, and ongoing, fit-for-purpose technical assistance to allow individuals and sub-programs to integrate learnings and action. This work has been foundational in helping the C&S team understand **gaps and opportunities with respect to justice and equity in grantmaking**, create the space and accountability mechanisms needed to continue exploring the opportunities, and **establish a replicable model for other programs**. Following the success of working with the C&S team, Camber was engaged to support a similar process for the Organizational Effectiveness (OE) team.

Some of the challenges we encountered in this work included ensuring that all stakeholders at the Foundation felt included and onboard with the changes that the C&S team was suggesting. As we continued this work, we built in more intentional time for Foundation leadership and other Foundation teams to learn about the work we were doing and (where appropriate) to weigh in with their own questions and perspectives. We have learned over the years that **these types of processes often take time as people need to feel comfortable and heard before they can move forward**. As such, we are particularly intentional about building in time and opportunity not just for teams that we work with to reflect with each other, but also for external stakeholders that are impacted by the work. Similar to the Fatherhood study, we anticipate that at times when we engage with stakeholders and partners, we may need to be flexible in timing and allow for individuals and groups to take some extra time to process information and formulate new perspectives or input on strategies. We built in flexible time specifically in Phase 4 of the proposed plan, and can look for additional opportunities to facilitate meaningful engagement so that all stakeholders can feel comfortable and heard in our process.

D	<p>Please provide a work sample of a like project that demonstrates data visualization skills and concise, culturally competent language that can be accessed by a broad audience of potential stakeholders including: policy makers, state and community based providers, and individuals with lived experience in human services likely to affect fathering. Please include all work samples in a single PDF attachment. Submissions received in alternate formats may not receive a score. <i>Please ensure all proprietary material is clearly marked in accordance with RFP Document Section D.5.</i></p>	15	
<p>ANSWER: [Refer to separate <i>Appendix A: Work Sample for Camber Collective</i> document for full visuals and graphic representations]</p> <p>7. Seattle Foundation: Civic Commons Community Dashboard</p> <p>Camber supported a consortium of social, private, and public sector actors (led by the Seattle Foundation) in developing a Scorecard for Shared Prosperity to promote collective action on cross-cutting challenges in King County, Washington. In the span of 6-months, Camber worked closely with the client and an advisory council to craft and align on a theory of change to define an initial set of bounds and requirements for the dashboard. Based on Camber’s work two years earlier in developing a proof-of-concept dashboard focused on 1) economic growth, 2) the readiness of residents to access and contribute to that growth, and 3) inclusion, the degree to which access to and benefits from economic gains are distributed equitably, Camber identified meaningful sub-categories for measurement (e.g., housing, health, and environment under readiness). Camber facilitated discussion to develop aspirational outcomes for each sub-category to ensure that selected indicators enabled meaningful progress tracking and shared interpretation of greater regional well-being. With deep literature and database research, consultation with subject matter experts, and advisory board engagement, Camber identified specific indicators for inclusion on the dashboard. Camber worked closely with the client to determine feasibility and accessibility of the dashboard data metrics, and to test the dashboard through a targeted roadshow with additional SMEs and actors in the field to evaluate the actionability of the content and to assess further disaggregation potential. Finally, Camber incorporated roadshow feedback and partnered with a designer to prepare for the launch of a preliminary dashboard (i.e., Scorecard for Shared Prosperity) in November 2019. Today, the Scorecard for Shared Prosperity is still widely used to measure Greater Seattle’s well-being for its residents, assessing whether prosperity is truly shared by monitoring basic needs and access to economic opportunity, and driving local decision-making and greater equity. We see significant parallels between our previous work with Civic Commons / Seattle Foundation and the DSHS Fatherhood Council baseline data project; it demonstrates our expertise in measurement & impact evaluation, data visualization to support policy & decision-making, and aligning multi-stakeholder groups to shared purpose through coalition building.</p>			

8. Breakthrough Action: Social & Behavior Change through Segmentation Analysis

Since 2018, Camber has engaged in a series of client projects with the Johns Hopkins Center for Communication Programs (JHU CCP) and USAID, in the [Breakthrough ACTION](#) initiatives to design and implement landscapes, research studies, and interventions for social and behavior change (SBC) related to global health, maternal & child health, reproductive health, and mental & behavioral health for both patients and providers. We have conducted **numerous segmentation analyses** looking at women's behaviors across geographies in the global south as related to family planning, accessing social and medical services, and postpartum and postnatal wellbeing. In one specific research study, we developed a questionnaire which can be used to generate data for behavioral segmentation analysis, specifically about dietary diversity among pregnant and nursing mothers. The questionnaire was developed in a three-stage process with a sample (n=410) of women of reproductive age (ages 18-49) who are pregnant or mothers (to children under 2) in Nampula, Mozambique, where malnutrition is a public health challenge. After each round of **data collection, the questionnaire was adapted and retested**. Through multiple rounds of testing, we identified the types of questions most likely to generate variations in response and provide insight about unique drivers of dietary diversity among **specific subgroups, such as: structural factors, social norms, and exposure to messaging** on nutrition. In other projects, the tool was also used to identify segments in other country contexts, and support **development of tailored strategies for reaching specific subgroups** with customized interventions to promote nutrition and dietary diversity. Furthermore, we have designed and tested interventions to determine the success of key outreach messaging and promotion of programs in order to increase the demand and uptake of key products or services (e.g., nutritional, family planning, mental health support, etc.).

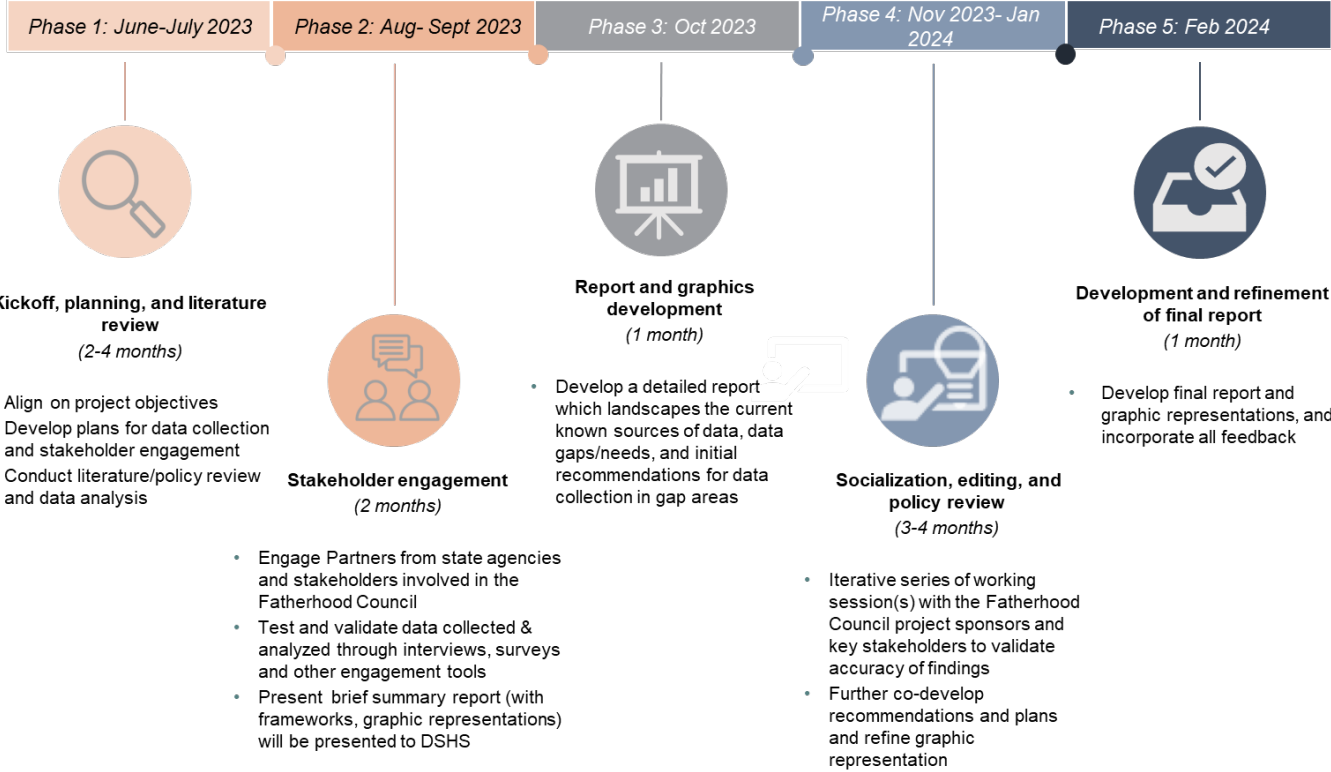
More recently in 2022, Camber applied a modified **Delphi approach** for the Breakthrough Action USAID MNCH Empathy project, which focused on developing a social and behavior change intervention for health care providers to show more empathy and compassion in their interactions and treatment of mothers postpartum and newborns in the global south settings. The project involved multiple rounds of **participatory leadership and asynchronous discussions**, as we used the [Provider Behavior Ecosystem](#), taking a systems approach with an analysis of the relevant influence factors and existing interventions/tools, we asked the participants to contribute intervention design ideas. We facilitated Zoom Jamboard sessions, utilized an anonymized voting system, and offered offline discussion opportunities. Our goal was to have a process and environment where we can learn, reflect, appreciate, de-center and question existing norms, and eventually design a better future. We will take the outputs from the first convening and share back out with key stakeholders to gather additional feedback, develop more details for key priority areas, and then reconvene a smaller targeted group of stakeholders (in-country

experts, practitioners/providers, caregivers, and local community leaders) to **co-design an intervention that fits an in-country / local context.**

These projects demonstrate our abilities to design and conduct complex **customer segmentation analyses** as it relates to **social and behavior change (SBC)**, develop **targeted policy, intervention, and strategic recommendations customized for specific sub-groups**, and facilitate **systems-based stakeholder engagement.**

9. **Bill & Melinda Gates Foundation: Economic Mobility Field Evaluation.** In 2021, Camber was engaged by the Bill & Melinda Gates Foundation’s Economic Mobility & Opportunity team to define the Mobility from Poverty landscape in the US, evaluate the current obstacles and unmet needs of stakeholders working within this space, and identify how and where capital should be deployed to increase the coordination and effectiveness of these stakeholders. Many of these stakeholders were focused on goals within the critical issue areas of family welfare, education, housing, incarceration, safety net supports, and racial equity. Camber undertook a three-phase approach in delivering this project:
- a. In the first phase, Camber **conducted a landscape assessment of 140 diverse organizations advancing mobility from poverty.** This included: (1) Quantitative analysis to determine which issues are most widely considered to impact mobility from poverty among stakeholders within the space; (2) Qualitative analysis of the fields that exist within the Mobility from Poverty space, and the degree of variation in nomenclature, approach, and agendas across these fields.
 - b. In a second and more extensive phase, Camber **conducted a thorough needs assessment** of each constituent field, including: developing a comprehensive field assessment framework, comparing the maturity levels of each field, and gathering extensive independent data on common obstacles and objectives among stakeholders (through a field survey, interviews with 40 stakeholders, and independent analysis of hundreds of publicly available data points).
 - c. Based on our findings, in the third phase we produced a thorough report (to be disseminated across the field imminently) setting out the key needs of each subfield. This will inform how large sums of future philanthropic, public, and private sector capital are disbursed over the years ahead to improve the effectiveness of stakeholders in each subfield, including specific recommendations on how to **tackle racial inequities and ensure the unique expertise of disparate organizations** is aligned around a common knowledge base, agenda, infrastructure, and financial resourcing mechanisms.

Within the Fatherhood study, we aim to follow a similar process of conducting a landscape, compiling a fact base, developing a thorough needs assessment, and using this information to inform funding and field support strategies. We anticipate similar challenges with defining the scope of the issues surrounding fatherhood, given that such a role and the overall population is multi-faceted and touches on a myriad of determinants, including their financial wellbeing, mental health, access to education, resources, and opportunity zones, as well as variation in culture and values. Hence, it's critical in the design of this study to be clear about the boundaries in which we are assessing the field of fatherhood in WA-state which might include a number of tangential, highly related and overlapping issues. In addition, in the design of racial equity and demographic analysis of a field of actors, we must be clear about the limitations when defining the racial or gender makeup of such actors (i.e., at times, demographic data is unavailable), in addition to validating assumptions, pressure testing with actors in the field, and taking time to analyze the implications on power. It is generally recommended in the case where demographic data is unavailable to undertake a demographic survey of a subset of field of actors.

E	Please provide a narrative explaining how you plan to complete this project, inclusive of a proposed timeline in alignment with the deliverables table in the RFP and sample contract.	25	
<p>ANSWER:</p>  <p>Camber proposes a 9-12 month, 5-phased approach in completing the assessment and deliverables as outlined within the RFP:</p> <ul style="list-style-type: none"> ● Phase 1: Kickoff, planning, and literature review (2-4 months) to align on project objectives; develop plans for data collection and stakeholder engagement, conduct literature/policy review and data analysis. ● Phase 2: Stakeholder engagement (2 months) that engages Partners from state agencies and stakeholders involved in the Fatherhood Council, and also lifts up and incorporates critical voices and lived experiences. Test and validate data collected & analyzed; conduct interviews, execute surveys and other engagement tools. A brief summary report (with frameworks, graphic representations) will be presented to DSHS. 			

- **Phase 3: Report & graphics development (1 month)** develop a detailed report which landscapes the current known sources of data, data gaps/needs, and initial recommendations for data collection in gap areas. Co-design with the Council to determine purpose and vision of the graphic representations.
- **Phase 4: Socialization, editing, and policy review (3-4 months)** is an iterative series of working session(s) with the Fatherhood Council project sponsors and key stakeholders to validate accuracy of findings, further co-develop recommendations and plans, and refine graphic representations.
- **Phase 5: Development and refinement of the final report (1 month)** based on the iterative review from the Council and its stakeholders, a final report and graphic representations will be developed to incorporate all feedback.

Phase 1: Kickoff & Planning (2-4 months, Approx. June – July 2023)

In Phase 1, Camber will work with the DSHS project manager, the Fatherhood Council, and other stakeholders to define project objectives, key scoping questions, and success measures. Using a *liberatory design approach*, centering on those most impacted, we will pose key scoping questions to uncover in-going hypotheses and problem statements. We will develop a detailed work plan, identify key stakeholders and stakeholder engagement plan, and a data collection plan (e.g., interview guides, surveys, and input/feedback forms). We will execute data share agreements, conduct initial data analysis, and also conduct desk research on existing policy and practices.

Example key scoping questions to consider in this phase:

1. *What is the overall goal / ideal outcome for this project?*
2. *What are the key decisions (i.e., policy, funding, process, and communications) that we will want this set of data to help drive?*
3. *What are the other sources of information (e.g., expertise, experience, and knowledge) that should complement this data in driving key decisions?*
4. *Do we believe that there is sufficient data and existing processes to fully understand the challenges that fathers in Washington state face when it comes to family wellbeing & resiliency, and fathers' access to, and utilization of, services? Which sub-populations (i.e., BIPOC, low income, immigrant, rural, etc.) do we not have sufficient information on, or have been historically missed, underrepresented, or under-engaged?*
5. *Do we believe that there are sufficient existing processes or collection mechanisms (i.e., data exists) for the fatherhood-specific services provided (i.e., source, investment amount, utilization), and volume and demographics of fathers served?*

6. *Do we believe that there are gaps in funding, services provided, and/or utilization of services? Are there opportunities to fund, develop targeted services and/or outreach for specific sub-populations that are historically marginalized?*
7. *Do we believe there are opportunities to align and coordinate funding, initiatives, and policy to better serve fathers?*
8. *How will we continue to collect, monitor, and evaluate the systems for fathers going forward?*

Phase 1 Key Activities:

- Conduct kick-off meetings with DSHS project manager, Council members, and other stakeholders to ensure alignment on overall objectives, scope, and timeline, as well as solicit preliminary input on data collection methods, known sources, stakeholder engagement plan.
- Collect and analyze existing available qualitative and quantitative data related to fatherhood (e.g., # of fathers served by the Council public partners, types of fatherhood-specific services, current investment, utilization, and sources of funding for identified services, and breakouts/analysis details by demographics).
- Conduct literature review analysis of Council Partners' plans for data collection & analysis, and existing policy and practices related to fatherhood data (e.g., fathers served by demographics and region, services offered and utilized, and investment/sources of funding).
- Develop high-level systems view and understanding of Partners organizations are involved in the Council and related to serving or offering services for fathers, or investing and funding services, or tracking/monitoring and evaluating trends or services.

Phase 1 Deliverables:

- Detailed project scope & workplan
- Stakeholder engagement plan
- Preliminary assessment based on literature review & synthesis of key findings from data analysis, policy/practice review

Phase 2: Stakeholder engagement (2 months, Approx. August – September)

The objective of this phase is to engage Partners from state agencies and stakeholders involved in the Fatherhood Council, and also to lift up and incorporate critical voices and lived experiences to test and validate quantitative data that is collected & analyzed. To do this, Camber will conduct interviews and/or focus groups, execute surveys, and utilize other engagement tools. Camber will synthesize insights and data into draft summary and detail report(s) with graphic visualizations to clearly articulate key concepts. Based on literature and policy review, Camber will confirm/validate with stakeholders the accuracy of data and

solicit any missing policies or practices that should be included in report. A brief summary report will be presented to DSHS before moving into the next phase.

In this phase, Camber will deploy an *equitable liberatory design framework* centering on those most underserved or under-resourced, in order to engage stakeholders across the system in open and authentic conversations. In testing and validating data collected in Phase 1, we will seek to speak with not only policy makers, program implementers, and ideally those delivering and receiving the services to better understand how accurate the data speaks to the experiences of fathers. Our goal is to understand current challenges, power dynamics, historical contexts, and sub-group experiences (e.g., BIPOC, LGBTQ+, immigrant, low income, rural, those experiencing or have experienced substance use disorders, behavioral/mental health disorders, and/or or incarceration/criminal justice.) in the context of how fathers in Washington access and utilize services. These discussions will further help illuminate and contextualize how the current system of policies, programs, and services may be augmented and modified to effectively serve specific regions or sub-groups.

Phase 2 Key Activities:

- Work with the Council core team, based on stakeholder engagement plan, to tailor engagement approach(es) for each stakeholder group (and/or agency, program, or other grouping where appropriate)
- In Phases 2 and 4, stakeholder engagement and socialization will be based on the *Delphi Approach*, which involves an iterative engagement model that includes different forms of engagement and multi-round review structure (*see more in Section F. Methodologies & Strategies*)
- Conduct stakeholder engagement activities, including virtual and/or in-person sessions to meet stakeholders in a place that is most conducive for open and authentic conversations, conduct survey(s) and other asynchronous input methods, and follow-up to clarify incomplete or unclear responses:
 - Send relevant data and visualization summaries before interviews
 - Validate and discuss data summaries, generate key insights, and identify gaps / opportunities (e.g., data gaps, policy implications, opportunities for improvement)
- Summarize key learnings, themes, and recommendations – a summary of feedback, insights, and recommendations by stakeholder group / agency / program (aggregated themes, not individually attributable) with key data metrics validated, insights of bright spots and gaps/opportunities, identifying where there are data gaps, service gaps (i.e., for specific sub-populations), and areas of opportunity for process, policy, and/or funding changes
- Present summary report to DSHS and the Council for review and validation of overall structure; identify areas of inquiry and next steps for developing key graphic representations

Phase 2 Deliverables:

- Preliminary summary report of key learnings, themes, and recommendations from stakeholder engagement

Phase 3: Report & graphics development (1 month; approx. October) which will build upon preliminary report and graphics representing data analysis and stakeholder engagement findings from Phases 1 and 2. The final report will build upon these insights to further outline data gaps, service needs, initial recommendations for future data collection in gapped areas, and potential policy and strategic decisions that can be made using this set of baseline data and landscape. Camber will co-design the key report and visuals with the Council to ensure influence and impact with key intended audience(s).

Phase 3 Key Activities:

- Review Phase 2 (Stakeholder Engagement) findings and insights with the Council core team and leadership to solicit reflections and input to guide Phase 3 (Report & Graphics Development):
 - Determine key audience(s) and the set of strategic decisions that will be made based on this set of data and the graphic representations
 - Determine the format “look and feel” of the graphic representations of data and insights collected (i.e., Camber will present some options of scorecards, dashboards, visualizations, videos, graphics, images, etc.; and we will co-design the best fit-for-purpose)
 - Consider whether this is an activity/process that key internal resources are able to produce going forward; begin identifying an ownership and transition plan
- Based on input, Camber will create a set of graphic representations (e.g., dashboards, images, data visualizations, and/or videos) and supporting narrative which will be validated with the Council in an iterative process in Phase 4

Phase 3 Deliverables:

- 1st draft of graphic representations along with a detailed report

Phase 4: Socialization, editing, and policy review (3-4 months; approx. November 2023 – January 2024) includes an iterative series of working session(s) based on the *Delphi Approach*, with the Council, project sponsors, and other key stakeholders to review and refine report findings, initial recommendations, and graphic representations. Stakeholders will also be asked to consider existing policies and practices within their own organization and structures to determine if there are relevant policy or practice recommendations that should be incorporated into the final report. The goal in this phase is to achieve buy-in from

stakeholders, identify which groups may be able to implement solutions for addressing **data gaps, policy gaps, and service gaps**, and test whether the data and graphic representations can be useful in driving decision-making and strategy development.

Phase 4 Key Activities:

- Determine if there are additional stakeholder groups (e.g., agencies, organizations, groups, or individuals) beyond those that were engaged in Phase 2 should be included in this phase
- Socialize and present key findings and graphic representations (e.g., dashboards, images, data visualizations, and/or videos) developed in Phase 3 to relevant stakeholder group(s) to validate key questions, including not limited to:
 - *Is the data presented accurate and representative (i.e., of the work you do, or services you receive)? What is missing?*
 - *Are the themes/insights on **data gaps** accurate and comprehensive? Do you have plans or recommendations on how we can address the data gaps? How would this new information collected help drive key policy or strategic decisions?*
 - *Are the themes/insights on **service gaps** accurate and comprehensive? Do you have plans or recommendations on how we can address the service gaps? Are there policies and strategies to improve funding, or increase access or utilization of these services?*
 - *Are there opportunities to **align strategies or policies** across agencies in order to strengthen the system that supports fathers in Washington? If any, what are the currently aligned strategies or forms of collaboration? What can we do more of, or less of, across the system?*
 - *Is there interest in **maintaining an ongoing data collection, monitoring & evaluation, and/or data visualization process and competency within the Council (or elsewhere)? How would this be funded? Who/what group would own it? How will the outputs drive decision-making?***
- Camber will package the key components of the graphic representations, report themes, and key questions of inquiry to be distributed to stakeholders for input
- Camber can attend monthly Council meetings, or other forums as requested, to facilitate discussions or set up focus groups or individual sessions to collect feedback. During the socialization process, Camber will apply an iterative *Delphi Approach* by offering a range of engagement methods, including asynchronous socialization (i.e., video walkthroughs of materials or surveys) and options to meet live (via group discussions, or 1:1 interviews); also providing multi-rounds of distribution of insights, themes, and input so that the group can see what others have said previously, and make decisions iteratively
- Note: This phase can be extended if stakeholder groups need more time to review materials, meet internally with their own agency or leadership to discuss level of interest, resource capacity, and general alignment to existing strategies

Phase 4 Deliverables:

- Validated data and graphic representations (standalone for broad audience)

	<ul style="list-style-type: none"> Validated draft report outlining key current state findings, identified data gaps, service gaps, and opportunities/recommendations for policy, funding, and strategies <p>Phase 5: Development and refinement of the final report (1 month; approx. February 2024 or TBD) based on the iterative review from the Council and its stakeholders, a polished final report will be compiled inclusive of an executive summary, detailed reporting on current state findings, data and service gaps, opportunities for alignment on policies, and key commitments or plans for the Council.</p> <p>Phase 5 Activities:</p> <ul style="list-style-type: none"> Based on Phase 4 discussions and commitments, Camber will document if and how the data, visualization/graphics (e.g., dashboards, infographics) will be produced and made available for modification and updates going forward on an iterative basis; if needed, Camber will develop a transition plan that documents the process and transfers ownership deliverables & graphics Finalize a public-facing report that details learnings, commitments, and plans for the Council Compile and package the full set of findings, themes, data & graphics, and key opportunities/recommendations from previous phases <p>Phase 5 Deliverables:</p> <ul style="list-style-type: none"> Transition plan (if needed) for reproducing graphic representations and data analysis Public-facing final report with executive summary, narrative, and graphic visuals Full package of detailed findings, themes, raw data, modifiable graphics files, and other project inputs 		
F	Please provide an explanation of the methodologies and strategies you plan to use while gathering the necessary data for this project.	20	
	<p>ANSWER:</p> <p>Camber will leverage several proven methodologies to support effective design and management, stakeholder engagement, graphic/visuals development, and synthesis of insights by sub-populations, including:</p> <p>Equitable Project Design: For Camber, equitable liberatory project design means applying human-centered design (HCD) with racial equity and social justice principles. The HCD framework centers those most impacted, fathers in Washington, by policies and solutions we are designing for, in the middle of complex, interconnected, and intersectional systems. While having a liberatory approach acknowledges the importance of balancing the power dynamics between those who hold power to design policies and</p>		

programs and those impacted by these designs. More specifically, liberatory design for us means being anti-racist and anti-colonialist in order to dismantle the status quo around norms, behaviors, and outcomes, and acknowledging that historically there has been an imbalance of power leading to systemic & structural inequities. It is an approach to addressing equity challenges and change efforts in complex systems, by creating designs that help interrupt inequity and increase opportunity for those most impacted by oppression and transform power by shifting the relationships between those who historically hold power to those impacted by the designs. Specifically, what it looks like is starting a project by asking important, but sometimes uncomfortable, questions such as *“What is your motivation for doing this project? What’s the biggest problem you’re trying to solve? What stands in the way? What is encouraging here?”* When we think about the stakeholders we speak with, we also ask *“Who else needs to be at the table? What do we want to learn from them? How can we build appreciation, truth-telling, and vulnerability?”* During our conversations, we will ask ourselves *“How can we listen more deeply? Is anyone being silenced who should not be? What do we want to learn from them, and how much of this do we have the ‘right’ to know? Is the right person on our team asking the questions?”* While we recognize the focus of this DSHS Fatherhood Council project is focused on “data”, we will encourage ourselves and the teams we work with to look beyond the data to understand the complex systems, inherent dynamics, and structural limitations that surround the fathers in our communities, for whom we are hoping to design a better future.

The Delphi Approach, a participatory leadership method that involves an iterative engagement model which often has multiple rounds of surveys, consolidation of feedback, down selection through voting, reporting out, and building consensus. The iterative multi-round review structure allows for a diversity of perspectives across a large group of stakeholders. By making the first two rounds of input/feedback anonymous it allows for a more equitable and democratized process that reduces biases for race, gender, accent, and even seniority. It is a form of democratizing decision-making and consensus building, especially effective in virtual and dispersed environments where ongoing meetings in-person is not feasible. We recognize our work often requires remote consensus building around complex issues. What pre-pandemic would often happen organically in a room through face-to-face conversations with body language, important pauses, and meaningful gestures has now been replaced by two-dimensional virtual convenings. At Camber, we look for ways to engage stakeholders / experts on an iterative basis using the Delphi approach which can look something like three rounds of engagement, as an example: 1) an initial online survey 2) facilitator incorporates feedback and sends out another survey of areas of misalignment, with first rounds’ anonymized comments and 3) a virtual or in-person convening to reach final consensus. This iterative multi-round review structure allows for a diversity of perspectives across a large group of stakeholders. By making the first two rounds of input / feedback anonymous, it allows for a more equitable and democratized process that reduces biases for race, gender, accent, and even seniority. We augment the Delphi approach with breakout sessions in Zoom, and custom designed templates in Mural, or Jamboard for participants to contribute ideas that can diverge in any direction.

Replicable Design: At Camber, we deploy design collaboration (e.g., Mural, Jamboard), and visualization (e.g., Canva, Tableau) capabilities in order to put ideas into easily digestible formats that can be conveyed to broad audiences. Throughout the project, as we collect key baseline data, conduct analysis, validate with stakeholders, and build graphic representations and visualizations of the data, we will work collaboratively with our client core team to determine if there are existing resources, capacity, and capabilities to transition these activities and processes going forward. Our goal is never to produce something that only exists in a point in time, but rather our goal is document and co-design a replicable process rooted in continuous quality improvement (CQI) principles, that can be transitioned to existing resources within the Council.

Stakeholder Segmentation: While the scope of this project will likely *not* include an in-depth customer segmentation analysis, depending on the current available data, there is an opportunity to build the fatherhood sub-group analysis rooted in segmentation principles and methodologies so that future segmentation analysis can be conducted. Camber brings extensive experience conducting Psycho-behavioral segmentation to identify specific clusters of attitudes, experiences, and behaviors that drive the outlooks and actions of specific sub-groups. Segmentation can be a powerful tool for identifying targeted policies, communications and other actions that influence access and utilization of services such as those that will be evaluated in the fatherhood study. During the course of this engagement, we will collect data that can be disaggregated by demographics, social and behavioral data, socioeconomics, etc., in order to understand sub-group behaviors, and understand how existing funding and services are meeting the needs of some sub-groups but not others. Our recommendations on policy and strategy, as well as the process for monitoring and evaluating programs and policies will have components on monitoring specific segments and sub-populations in order to assess whether these targeted groups are benefiting as intended from the changes, to the extent feasible based on available data.

6	BIDDER'S PROPOSED PRICING (QUOTATION OR COST RESPONSE)	MAXIMUM TOTAL POINTS																													
A	Please identify all allocated costs, together with the total charges Bidder is willing to accept in consideration of the full performance of the Contract.	5																													
ANSWER: \$200,000																															
B	Please fully describe any assumptions Bidder has made that affect its proposed total charges, if those assumptions are not explicitly addressed in Attachment A, Sample Contract.	NOT SCORED																													
ANSWER: Proposed pricing is based on the scope of work to be completed and timeline, in consideration of resource capabilities and time allocation required to complete the required outputs and deliverables. At Camber's typical rate structure, the fee amount exceeded the maximum allowable bid amount, thus we have discounted our fees in order to match the maximum cap available for this project.																															
C	Bidder should also propose a schedule of payments corresponding to its charges for successfully performing the tasks necessary to accomplish identified milestones corresponding to project objectives and performance measures within each phase. Bidders are required to collect and pay Washington State sales tax, if applicable.	NOT SCORED																													
ANSWER: We propose payment in five installments, linked to completion and acceptance of key project deliverables as follows:																															
<table border="1"> <thead> <tr> <th data-bbox="254 938 426 976">Payment #</th> <th data-bbox="426 938 722 976">Date (Approximate)</th> <th data-bbox="722 938 976 976">Amount (\$)</th> <th data-bbox="976 938 1936 976">Associated Deliverables</th> </tr> </thead> <tbody> <tr> <td data-bbox="254 976 426 1013">1</td> <td data-bbox="426 976 722 1013">June 30, 2023</td> <td data-bbox="722 976 976 1013">\$30,000</td> <td data-bbox="976 976 1936 1013">Detailed workplan and stakeholder engagement plan</td> </tr> <tr> <td data-bbox="254 1013 426 1050">2</td> <td data-bbox="426 1013 722 1050">July 28, 2023</td> <td data-bbox="722 1013 976 1050">\$30,000</td> <td data-bbox="976 1013 1936 1050">Preliminary Assessment based on available data & desk research</td> </tr> <tr> <td data-bbox="254 1050 426 1131">3</td> <td data-bbox="426 1050 722 1131">September 29, 2023</td> <td data-bbox="722 1050 976 1131">\$50,000</td> <td data-bbox="976 1050 1936 1131">Preliminary summary report of key learnings, themes, and recommendations from stakeholder engagement</td> </tr> <tr> <td data-bbox="254 1131 426 1169">4</td> <td data-bbox="426 1131 722 1169">October 31, 2023</td> <td data-bbox="722 1131 976 1169">\$40,000</td> <td data-bbox="976 1131 1936 1169">Validated draft report and draft graphic/visual elements</td> </tr> <tr> <td data-bbox="254 1169 426 1245">5</td> <td data-bbox="426 1169 722 1245">End of Project (Q1-Q2, 2024)</td> <td data-bbox="722 1169 976 1245">\$50,000</td> <td data-bbox="976 1169 1936 1245">Final report and graphics/visuals</td> </tr> <tr> <td colspan="2" data-bbox="548 1252 863 1289">TOTAL FEES</td> <td data-bbox="732 1252 863 1289">\$200,000</td> <td data-bbox="976 1252 1936 1289"></td> </tr> </tbody> </table>				Payment #	Date (Approximate)	Amount (\$)	Associated Deliverables	1	June 30, 2023	\$30,000	Detailed workplan and stakeholder engagement plan	2	July 28, 2023	\$30,000	Preliminary Assessment based on available data & desk research	3	September 29, 2023	\$50,000	Preliminary summary report of key learnings, themes, and recommendations from stakeholder engagement	4	October 31, 2023	\$40,000	Validated draft report and draft graphic/visual elements	5	End of Project (Q1-Q2, 2024)	\$50,000	Final report and graphics/visuals	TOTAL FEES		\$200,000	
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Competitive Solicitation RFP # 2334-824

Attachment D, Bidder Response Form

Bidder Name **Camber Collective, LLC**

APPENDIX: Proposed Team Member Resumes

MATT HOLMAN, Partner

SUMMARY

Strategic advisor and healthcare and public health subject matter expert with over 20 years' experience solving complex strategic challenges for social sector and healthcare clients. Experienced in leading clients and multi-stakeholder coalitions through all phases of the strategic planning process, including analysis, landscaping, workshop facilitation, scenario-based planning exercises, organizational design and strategic plan development. Sectors of focus are US and global health

EXPERIENCE

Camber Collective, Seattle, Washington

2018 – Present
2014 – 2015

Partner, US Health Sector Lead

Leads Camber's sector work in US Health and participates as part of the management team in decision making for driving firm strategy, impact, market awareness, and operations. Provides strategic advisory services and leads professional teams to tackle strategic questions for clients across US Health, Shared Prosperity and Global Health sectors of practice. Examples of recent experience include:

- Development of new philanthropic investment strategy within the Charter schools sector for the Bill & Melinda Gates Foundation
- Support to teams delivering work for multiple Washington health & social services agencies, including the Department of Health (Essentials for Childhood) and DCYF (Help me Grow WA, Mockingbird Family)
- Enterprise-wide workforce transformation strategy at Providence Health, including specific support on job redesign, predictive scheduling, and retention workstreams
- Support to the CEO and team at HealthierHere (King County, WA Medicaid Accountable Community of Health) on implementation of their Community Information Exchange (CIE)
- Development of strategy to create a technology-enabled and scalable supportive care product and service offering for City of Hope cancer center, to be delivered internally and marketed externally to other cancer care providers
- Development of the \$5.1 Billion (USD) 2022-2026 Global Polio Eradication Initiative (GPEI) strategy, engaging over 300 stakeholders across a coalition of partners that included the World Health Organization, UNICEF, the Bill & Melinda Gates Foundation, US Centers for Disease Control, Gavi, and Rotary International. In addition to strategy development, conducted functional reviews and provided organizational recommendations at the global level as well as country level for Afghanistan
- Developing a \$62M rural health philanthropic investment strategy for Premera Blue Cross; activities included landscaping and fact base development, field visits across Washington and Alaska to engage community stakeholders, facilitation of executive-level workshops, and support in shaping and executing cornerstone grants within the strategy
- Developing a novel "virtual work" strategy for Providence Health in transitioning most corporate employees into hybrid work arrangements, which has been nationally recognized among peer organizations
- Development of the business plan and operating model for Providence Health's new technology services business, Tegria
- Collaboration with Ezekiel Emanuel and Amol Navathe at the University of Pennsylvania to develop the business plan for funding their new healthcare venture focused on using behavioral economics to align financial incentives between healthcare payers and providers, Embedded Health (now part of Clarify Health Solutions)
- Developed the go-to-market strategy for an innovative virtual-first primary care delivery model, including market analysis and entry strategy across five customer segments, for a US Fortune 50 technology company

Echo Health Ventures, Seattle, Washington

2015 – 2017

Principal, Market Development

Helped launch Echo Health Ventures, a \$200M digital health-focused venture capital firm, in partnership with Cambia Health Solutions and Blue Cross of North Carolina (“parent” organizations). Key responsibilities included:

- Supported CEO in overall design and development of the unique Market Development function within the firm, which focused on creating innovative partnerships between portfolio companies and parent organizations
- Directly supported 6-8 portfolio company CEOs and leadership teams in developing partnership strategies and navigating business development engagement with parent organization executive stakeholders
- Served on leadership team in shaping firmwide culture and growth strategy

Cambia Health Solutions, Seattle, Washington

2015 – 2016

Deputy Executive Director, Cambia Grove

Founding Deputy Executive Director for the Cambia Grove, a digital health-focused innovation hub and convening space. Key responsibilities included:

- Development and execution of event programming schedule
- Engagement of community stakeholders and thought leaders to support the Grove’s relevance and growth
- Support for “reverse pitch” competitions among startups seeking pilot opportunities with healthcare enterprise partners
- Development of “Grove 2.0” strategy for evolving the Cambia Grove after initial launch

Deloitte Consulting LLP, San Francisco, CA

2009 – 2014

Engagement Manager, MonitorDeloitte

Project leader on healthcare strategy cases for regional and national (Fortune 500) clients. Example projects include:

- Corporate strategy for a regional Blue Cross Blue Shield health plan
- Growth & diversification strategy for a regional Blue Cross Blue Shield health plan
- Corporate strategy for a state-based nonprofit dental health plan
- Target screening and due diligence support for a ~\$5 billion health plan acquisition
- Corporate strategy for a large national pharmacy benefits management company
- Value-based care strategy for a large national health plan
- Qualified Health Plan (QHP) selection and strategy for a state health insurance exchange
- Medicaid business unit strategy for a large national health plan
- Redesign of Medicaid business development process and organization for a large national health plan
- Medicaid and dual eligible Request for Proposals (RFP) opportunity review, response strategy, and content development for a large national health plan across three states (CA, NH, WA)
- Health reform strategy for a large biotechnology company

Triage Consulting Group (now Cloudmed), San Francisco, CA

2003 – 2007

Senior Associate

- Supported hospital clients in minimizing future revenue shortfalls by developing strategies to improve operational efficiency and streamline managed care contract language
- Supported database structuring and analysis of large volumes of clinical patient information

EDUCATION

MASTER OF BUSINESS ADMINISTRATION (MBA)

2007 – 2009

General Management

University of California at Berkeley, Haas School of Business, Berkeley, California

Competitive Solicitation RFP # 2334-824

Attachment D, Bidder Response Form

Bidder Name Camber Collective, LLC

MASTER OF PUBLIC HEALTH (MPH)

Health and Social Behavior, Health Policy

University of California at Berkeley, School of Public Health, *Berkeley, California*

2007 – 2009

BACHELOR OF SCIENCE

Business Administration, Finance, International Relations

University of Southern California, *Los Angeles, California*

1999 – 2003

TINA LIANG, Independent Consultant

SUMMARY

Tina Liang has extensive experience working with US health-focused organizations go through digital transformation, transition to value-based care models, re-design its core business with a focus on health equity and build partnerships & coalitions in its communities to amplify its impact. She applies methodologies of equitable/liberatory design facilitation, ethnographic interviews, narrative building, systems mapping, and customer segmentation and data & financial analysis. She thrives in her work with organizations that are focused on improving the lives of marginalized populations, including children, families, and youth, elderly, those with behavioral or mental health disorders, and those in under-resourced groups (e.g., BIPOC, LGBTQ+, immigrant, rural). Tina received MBA and MPH degrees from the University of California Berkeley Haas and the School of Public Health and received her Bachelor of Science in Psychology and Neuroscience from Duke University. She is well versed in strategic planning, coalition building, workshop facilitation, and project management, but prefers to deploy these skillsets with a focused equity lens building solutions for targeted sub-groups (as mentioned above).

EXPERIENCE

LY Professional Services, Tacoma, Washington

2022 – present

Independent Consultant

Flexible and customized support models working with small-to-medium sized non-profit, foundations, and health-focused start-ups in developing strategic and operational efforts based on social and mission-based work: Relevant projects include:

- Leading the Mockingbird Expansion Assessment with a Camber team to facilitate strategy sessions
- Facilitating *Help Me Grow WA (HMG WA)*'s 5-year strategic planning process (i.e., stakeholder listening sessions, facilitation of co-design workshops, and development of written plan)
- Worked with [USAID & JHU CCP](#) to conduct maternal health & newborn child health research landscape, convene 40+ global experts & stakeholders, and co-design a multifaceted intervention in improving healthcare provider's ability to show empathy & compassion for mothers and young children during postpartum and postnatal interactions
- Partnered with WA DOH Essentials for Childhood Initiative to develop a set of strategic focus areas in the context of key frameworks reviewed (i.e., Governor's Poverty Reduction Plan, Office of Equity PEAR Plan & Playbook, and the Early Learning Coordination Plan ELCP)
- Facilitated a 1-day workshop for [NIH's All of Us](#) initiative working with the northeast coalition of AAPI organization to develop a collective impact strategy, build coalition goals, and align key narratives to engage with stakeholders

Camber Collective, Seattle, Washington

2018 – 2022

Engagement Manager

Focused on domestic healthcare clients on issues related to strategic and operational planning, innovative growth, and exploring new opportunities. Other example projects include:

- Led teams at Providence Health to develop and execute a "virtual work" strategy to transition to hybrid work arrangements, a model that has been nationally recognized among peer organizations
- Developed a strategic plan to manage a \$40M (annual budget) charitable fund for Genentech Foundation, focused on addressing inequities and diversity in research & fellowships, specializing in [reducing childhood adversity](#)
- Executed an implementation plan for a large regional health system to solicit and manage a food & nutrition services vendor on behalf of 50+ hospitals
- Conducted a rapid landscape and opportunity assessment on behalf of a large biotechnology company for a sleep monitoring product in a B2B customer segment analysis of clinical channels
- Developed landscape assessment and recommendations for a discovery and research innovation model for a large philanthropy foundation to consider new mechanisms of investing in early-stage discovery

Remedy Partners (now CVS/Signify Health), New York, NY

2016 – 2018

Director of Strategy & Planning | Chief of Staff to CEO | Director of Commercial Insurance Programs

Led strategy development and program design for Remedy's premier Commercial bundled payments insurance program. Prior to that, spent first 12 months as Chief of Staff to newly appointed CEO. Key responsibilities included:

- Developed and managed a team of 20+ to launch the premier Commercial Insurance Product; managed a budget of \$4M (annually) and conducted all vendor assessments and negotiations

Competitive Solicitation RFP # 2334-824

Attachment D, Bidder Response Form

Bidder Name **Camber Collective, LLC**

- Designed and implemented member experience, worked with vendor to launch member portal and design member incentives

Deloitte Consulting LLP

Manager, New York, NY

2014 – 2016

Consultant, McLean, VA

2008 – 2011

Project leader (manager) on healthcare payer and provider (Fortune 100) clients. Example projects include:

- Health reform strategy and implementation for Aetna
- Strategy and planning for Loss Prevention at CVS Health (Retail, PBM)
- M&A due diligence for CVS Health on acquisition of Omnicare & Coram
- Value-based care strategy for Duke University Health System

As an analyst & consultant (2008-2011):

- Developed core consulting skills, focused on healthcare, retail, and consumer product sectors; pricing strategy, retail operations, and financial analysis; sample clients included: Military Health System, Bacardi International, The Coca-Cola Company, Belk, Nextel International (NII Holdings)

EDUCATION

MASTER OF BUSINESS ADMINISTRATION (MBA)

2011 – 2013

Health economics, social enterprise

University of California at Berkeley, Haas School of Business, *Berkeley, California*

MASTER OF PUBLIC HEALTH (MPH)

2011 – 2013

Health and social behavior, health policy

University of California at Berkeley, School of Public Health, *Berkeley, California*

BACHELOR OF SCIENCE

2004 – 2008

Psychology, Neuroscience, and Certificate in Marketing & Management

Duke University, *Durham, NC*

LEANNA CATES, Associate

SUMMARY

LeAnna brings evidence-based approaches to decision makers to drive systems-level change, improve organizational performance, and elevate community voices. Prior to Camber, LeAnna generated insights for government ministries in Eastern Europe, Southeast Asia, and Sub-Saharan Africa on health policy and finance challenges in universal health coverage, tuberculosis, youth employment, and COVID-19 through the Harvard Ministerial Leadership Program. Before graduate school, she founded Community Health Resource Partners where she was contracted by organizations funded by the CDC, SAMHSA, and DHSS to develop workforce development plans, training modules, and strategies for evidence-based program design. She has been recognized for her public health efforts in the Midwest through Ink Magazine's 30under30 change makers. LeAnna holds an MSc in Global Health from the Harvard T.H. Chan School of Public Health and a bachelor's degree in Bioinformatics from the University of Missouri-Kansas City. She is based in Seattle and has been with Camber since 2020.

EXPERIENCE

Camber Collective, *Seattle, WA* Associate

Aug 2020-Present

- **Strategy:** Co-developed 5-year strategy & business plan for highly visible non-profit in global health and pharmaceuticals space
- **Field Assessments:** Conducted an independent and robust assessment of the field of economic mobility across 6 dimensions using qualitative and quantitative evidence to inform strategy for a large US foundation
- **Grantee and Partner Assessments:** interviewed and compiled thematic insights for improving grantee relationships with a major technology philanthropy
- **Workforce Retention Analysis:** conducted an analysis of caregiver turnover at a multi-geography hospital system and developed recommendations for increasing retention, reducing burnout, and increasing diversity and inclusion among caregivers
- **Data, Funding, and Network Analysis:** Led rigorous analytics to estimate financing flows and other critical dimensions, including stakeholder influence, diversity, and equity, among others
- **Stakeholder Interviews:** Led, organized, curated, and summarized interviews to guide strategy development for a major US foundation and non-profits

Harvard T.H. Chan School of Public Health, *Boston, MA; Chisinau, Moldova*

May 2019-Aug 2020

Research Assistant

- Led an **activity-based costing study** funded by USAID on tuberculosis diagnostic testing in Moldova to estimate the economic costs of current laboratory services, leading to a **peer-reviewed publication**.
- Analyzed the **budget impact** of introducing new sequencing technology in LMICs utilizing budgeting and financial modeling techniques, resulting in a **decision-making tool for bilateral investment**.

Harvard Ministerial Leadership Program, *Boston, MA; Nairobi, Kenya; Mbabane, Eswatini*

Nov 2018-Aug 2020

Policy Research Consultant

- **Implemented a Tableau dashboard** for Ministers of Finance, Health, and Education in Sub-Saharan Africa, Latin America, and South Asia to support decision making on human development investment in the context of COVID-19.
- Designed and executed **costing & extended cost-effectiveness analyses** to determine highest-impact interventions and estimate health financing needs for targeting a basic services package for universal health coverage in Kenya.
- Conducted a **market analysis & qualitative interviews** in Eswatini to inform youth program financing strategies, resulting in a technical report with policy recommendations for government use.

Competitive Solicitation RFP # 2334-824

Attachment D, Bidder Response Form

Bidder Name Camber Collective, LLC

- Coordinated directly with **high-level Ministry clients**, partners, public and private stakeholders to provide project support and technical assistance on economic analyses.

Boston Public Health Commission, Boston, MA

Sept 2019-Jan 2020

Operations Consultant

- Designed and implemented **operations and efficiency research** to estimate food waste for 2 shelters serving 650 clients daily.
- Conducted food waste audits, **client surveys, demand forecasting**, nutritional analysis, and market research.
- **Identified and piloted recommendations** to avert an estimated \$35,000 annually in food waste costs as well as cost-neutral and cost-saving operations changes that increased client satisfaction and nutritional value of meals.

John Snow Inc. (JSI), Boston, MA

Feb 2019 – May 2019

International Division Intern

- Collaborated with technical staff to report Global Financing Facility **investment cases in priority countries** for reproductive and maternal health.
- **Supported backstopping teams** on bilateral projects funded by USAID and the Gates Foundation.
- Provided administrative, financial, and logistical support for **strategic planning**, procurement, recruitment, and **new business developments**.
- **Assisted in proposal writing** and technical research for new funding opportunities.

Community Health Resource Partners Consulting (CHRP-C), Kansas City, MO

Nov 2017-Jan 2019

Freelance Public Health Consultant

- Developed an **accredited strategic plan and quality measures for workforce development** at a local Midwest health department funded by Missouri DHHS.
- **Managed capacity building and knowledge sharing** on a SAMHSA-funded project for improving provider education on opioid treatment, resulting in three competency-based training modules.
- **Established relationships with potential HIV grantees** on behalf of the CDC Capacity Building Assistance Program, leading to the development of a stakeholder list for targeting technical assistance.

EDUCATION

Harvard University, T.H. Chan School of Public Health, Boston, MA

2020

- **Master of Science in Global Health & Population**
- Emphasis in health economics and decision analysis

2017

University of Missouri, Kansas City, MO

- **Bachelor of Science in Biology & Bioinformatics**

**Attachment E
Contractor Inclusion Plan**

Instructions

DSHS requires that bidder submit this inclusion plan template as part of their proposal. Once submitted, the Inclusion Plan template becomes part of the contract if awarded to the bidder. The Bidder shall also include an anticipated list of small and diverse subcontractors or vendors who may provide services on the project. Responses should reflect the Bidder's sincere efforts to include diverse small businesses. Businesses listed in the plan must be certified by OMWBE or DVA, or registered in WEBS as a small business. If a company is not certified or registered but may be eligible for certification, the Bidder should encourage the company to become certified.

Inclusion goals are aspirational. No preference is given for inclusion plans or goals in the evaluation of bids. While no minimum level of OMWBE certified, Veteran Owned, or Washington Small Business participation will be required as a condition for receiving an award, the plan must include the actions the contractor will take to increase subcontracting opportunities for those business types.

DIVERSE BUSINESS INCLUSION PLAN

1. Do you anticipate using, or is your firm, a Washington State Certified Minority Business?
 YES NO
2. Do you anticipate using, or is your firm, a Washington State Certified Women's Business?
 YES NO
3. Do you anticipate using, or is your firm, a Washington State Certified Veteran Business?
 YES NO
4. Do you anticipate using, or is your firm, a Washington State Small Business?
 YES NO
5. If you answered No to all the questions above, please explain:
N/A
6. A description of your firm's planned efforts at outreach to the small and diverse business community:

Camber Collective, LLC is itself a small business with a diverse team and a dedicated leadership position (Director of Equity & Impact) focused on ensuring our firm applies an equity lens in our hiring process, in

how we select and pursue engagement opportunities, and in how we deliver our work. Whenever possible, we seek to partner with outside organizations and individuals who can bring lived experience and diverse perspectives to our project work, as we are doing in this proposal with LY Professional Services.

7. A list of projects (5 max.) with diverse business participation in the last five (5) years:

Subcontractor	Project	Year	Percentage
LY Professional Services	WA DCYF – Help Me Grow WA	2022 – 2023	70%
LY Professional Services	WA DCYF – Mockingbird Expansion Assessment	2023	60%
LY Professional Services	WA DOH – EfC strategy	2022	90%

8. A description of how firm considers small business in the development of bid packages

N/A – Camber Collective is itself a small business

9. Describe the actions you will take to increase subcontracting opportunities for those business types.

N/A – Camber Collective is itself a small business

10. How big is the Diverse Inclusion team in your organization?

- 10.1 1 person
- 10.2 Less than 5 person
- 10.3 More than 5 person

If you answered Yes to any of questions one through four, please complete questions eleven through thirteen.

11. Please list the approximate percentage of work to be accomplished by each group in this contract:

- 11.1 Minority 90%
- 11.2 Women 90%

- 11.3 Veteran 0%
- 11.4 Small Business 100%


12. Please identify the person in your organization to manage/ lead your Diverse Inclusion Plan responsibility.

- 12.1 Name: Rozella Kennedy
- 12.2 Phone: 415-944-0375
- 12.3 E-Mail: rozella@cambercollective.com

13. Please identify the list of potential diverse subcontractors

- 13.1 LY Professional Services, LLC – a certified OMWBE entity (certification #: M4F0028070)
- 13.2 -----
- 13.3 -----

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

Bidder's Signature  _____
Title: Partner _____
Organization Name: Camber Collective _____
Date: April 24, 2023 _____
Place Signed (City, State): Seattle, WA _____

Proposal Appendix A – Work Samples

Proprietary

Competitive Solicitation RFP # 2334-824
Bidder Name Camber Collective, LLC



