

5	BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT RESPONSE) Total Maximum Points: 100	MAXIMUM TOTAL POINTS	THIS COLUMN IS FOR EVALUATION PURPOSES ONLY
EXPERIENCE AND QUALIFICATIONS			
A	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.	15	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>	10	8
	<p>ANSWER:</p> <p>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	12
	<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	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>	15	8
<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.).

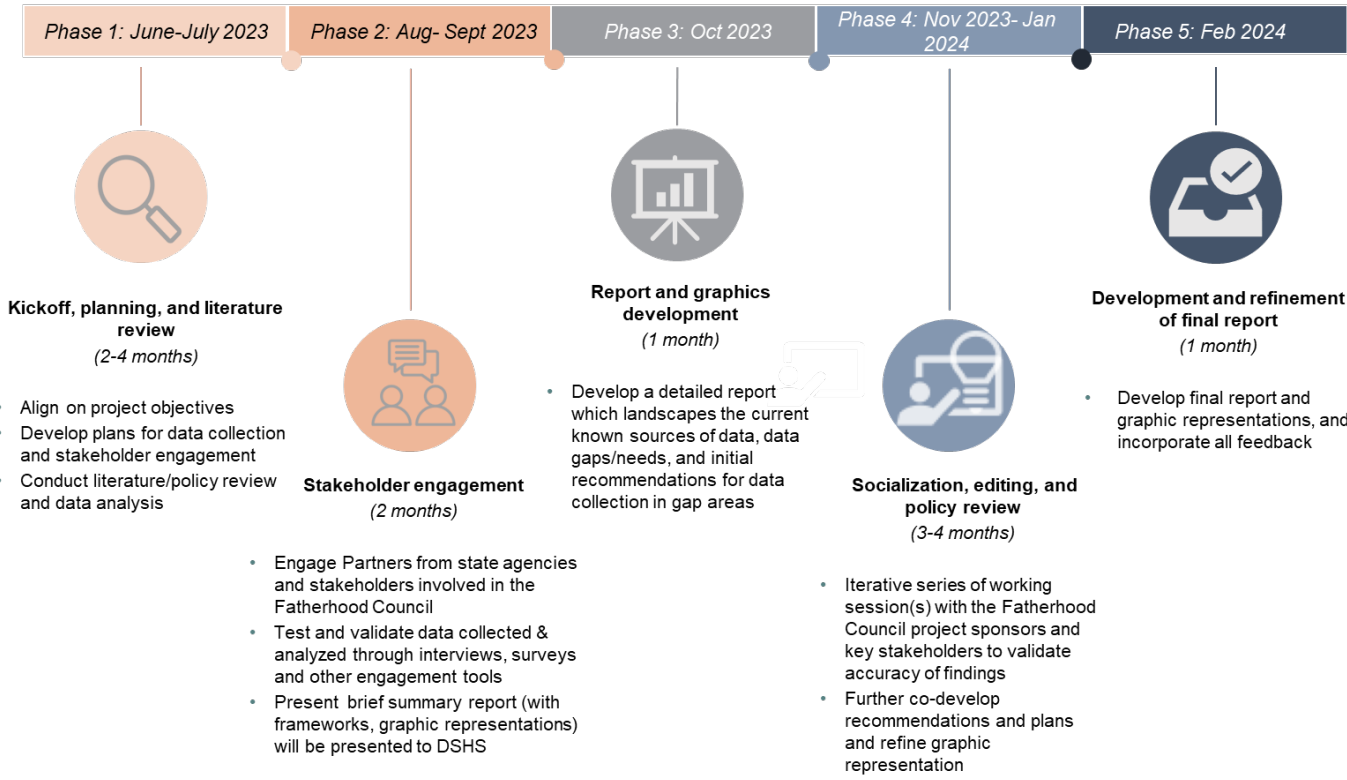
More recently in 2022, Camber applied a modified **Delphi approach** for the Breakthrough Action USAID MNCH Empathy project, which focused on developing a social and behavior change intervention for health care providers to show more empathy and compassion in their interactions and treatment of mothers 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	24
<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	19
	<p>ANSWER: 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.

Questions	Max Point	Berk	Camber Collective	Dads Move	Hardwick Research	PRR
A	15		12			
B	10		7			
C	15		13			
D	15		12			
E	25		22			
F	20		17			
Total	100		83			

Public Consulting Grp	Public Knowledge	Strategic Research Ass.	TVA	WWU
[Redacted Content]				