

Attachment B
Sample Bid Submission Letter

September 1, 2023
DH
313 W. Riverside Ave.
509.444.2350
tylert@wearedh.com
Tyler Tullis, Vice President of Client Engagement

Re: Response Submission for DSHS Competitive Solicitation # No. 2334-832

Dear Sir or Madam:

1. Enclosed please find the Response of DH (Bidder) 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) and F (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): A separate PDF responding to question 6.D. of Exhibit D (Bidder Response Form) citing creative examples with context.
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
RFP2334-832 Amend1.dox	8/22/23
RFP2334-832 Amend2.dox	8/23/23
RFP2334-832 Amend3.dox	8/30/23

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,



Michelle Hege, 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: Michelle Hege
Title: Partner
Organization Name: DH
Date: 09/01/23
Place Signed (City, State) Spokane, WA

ATTACHMENT D: BIDDER RESPONSE FORM (DH) This form is broken into Seven sections: Section 1. Administrative Response; Section 2. EO 18-03 Response; Section 3. Washington Small Business; Section 4. Certified Washington Veteran-owned Business; Section 5. Management Response; Section 6. Technical Response; and Section 7. Quotation/Cost Proposal. 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 your 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, the 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
a	Please indicate whether you employ or Contract with current or former state employees. If the answer is yes, provide the following information with respect to each individual: 1. name of employee or contractor; 2. the individual’s employment history with the State of Washington; 3. a description of the Individual’s involvement with the response to this Solicitation; and 4. the Individual’s proposed role in providing the services under this Contract that may be awarded.	NOT SCORED
	ANSWER: DH has two former state employees working at our firm. <ul style="list-style-type: none"> • Mallory Peak, PhD, Vice President of Social Change Marketing at DH Formerly employed by Washington State Health Care Authority from July 2018 to December 2018. Formerly employed by Washington State Department of Social and Health Services April 2018 to June 2018 Former role: Communications Consultant 5 • Paj Nandi, MPH, Associate Vice President of Equity at DH Formerly employed by Washington State Department of Health (at various times) between August 2003 to May 2021. Former roles: Director, Community Relations & Equity (December 2015 - May 2021) Section Manager — Community Based Prevention / Program Manager — Heart Disease and Stroke Prevention (January 2009 - September 2014) Program Coordinator and Consultant — Adolescent Health (August 2003 - September 2006) 	

b	<p>Please list the names and contact information of 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 states 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.</p>	NOT SCORED
	<p>ANSWER:</p> <p>Name: Gerry RainingBird Organization: Washington State Department of Health (Center for Public Affairs) Contact phone number: 360.236.3988 Contact email: Gerry.rainingbird@doh.wa.gov Address: 111 Israel Rd SE, Tumwater, WA 98501 Project description: DH led a tribal suicide prevention campaign in partnership with DOH, focusing on creative production for campaign materials informed by research within local tribal communities and art produced by tribal creators in campaign content.</p> <p>Name: Chuck Depew Organization: National Development Council/ Washington State Department of Commerce Contact phone number: Private sector contract Contact email: cdepew@ndconline.org Address: 633 3rd Avenue 19th Floor, Suite J. New York, NY 10017 Project description: DH developed a brand identity for a new loan production provided by the National Development Council and WADOC to provide low interest loans to small businesses during the COVID-19 pandemic, and as a structure for future crises. Funded primarily by CDFIs (Community Development Financial Institutions), the Washington Small Business Flex Fund reached small business owners from historically excluded communities. We built a marketing campaign to reach those communities by using content and creative strategy that shows real stories from within those communities accessing funds and using them to thrive. The campaign was optimized to focus paid media and outreach based on an equitable mix of applicants from diverse communities reaching out for information.</p> <p>Name: Melissa Thoemke Organization: Washington State Health Care Authority Contact phone number: 360.225.1769</p>	

	Contact email: Melissa.thoemke@hca.wa.gov Address: 626 8th Ave SE, Olympia, WA 98501 Project description: DH works with Melissa to manage HCA’s opioid misuse prevention campaign across Washington state. We build the campaign in 2017 and launched it in 2018, growing it ever since.	
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 the 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 changes to contract language or negotiate any new language not identified in response to this question.	NOT SCORED
	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: N/A	
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

<p>ANSWER:</p> <p>Washington State Department of Labor & Industries Contact: Matt Ross 360.706.4857 romc235@lni.wa.gov Contract # K5057 Timeline: June 2023 – Present Project description: DH is supporting L&I with a series of upcoming campaign needs, with services to include campaign brand development, conducting marketing research, creative asset development (videos, collateral, websites, digital content, audio, etc.), earned media placements, owned media content development, launching paid media advertising, and more.</p> <p>Washington State Department of Safety and Health Services — WA Cares Promotion Contact: Kristen Maki 360.742.2281 kristen.maki@dshs.wa.gov Contract # 2234-43462-02 Timeline: August 2022 - Present Project description: DH has designed and implemented a new statewide education campaign about the Washington Cares program. We have developed a strategic outreach and marketing program to reach priority audiences who need to know about the program, designed new creative assets including videos and advertising content, and launched a paid media buy to audiences statewide.</p> <p>Washington Traffic Safety Commission Contact: Erica Stineman 360.725.9893 estineman@wtsc.wa.gov Contract # WTSC17-010, WTSC-20-002 Timeline: December 31, 2016 – December 31, 2019, January 1, 2020 - Present Project Description: DH planned media buys to target the last 5 percent of Washingtonians that research revealed did not choose to wear seat belts. These special populations included rural men 55+, Hispanic men 16 – 24, Tribal audiences 16 – 24 and general millennial populations 16 – 24. DH built media personas for each audience and targeted media and messaging designed specifically to reach these groups including broadcast media, digital media, specialty localized messaging on billboards and trucks, and other environmental media like bathroom and gas station displays.</p>	
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<p>Washington State Health Care Authority — Starts with One Opioid Misuse Prevention and Recovery Campaigns Contact: Kennedy Soileau 360.725.1571 kennedy.soileau@hca.wa.gov Contract # 1534-49904 Timeline: September 2017 – April 2019 Contract # 1534-49904 Amendment No. 03 Timeline: May 2018 – June 2019 Contract # 1534-49904-C Amendment No. 06 Timeline: May 2018 – June 2019, July 2019 - Present Project Description: Starting in 2017, DH developed an integrated campaign strategy and creative assets around opioid prevention in Washington State. DH executed targeted media buys to reach young adults 16 – 24, parents of young adults 26 – 46 and older adults age 55+. We developed customized partner toolkit materials, messaging, public relations support, media plans and worked with community prevention coalitions across the state to reach each audience segment.</p> <p>Washington State Department of Commerce — ABLE Savings Campaign Contact: Peter Tassoni 360.725.3125 peter.tassoni@commerce.wa.gov Contract # 19-46401-002, 1-46401-002, 1-46401-002 (B), 1-46401-002 (C), 1-46401-002 (D) Timeline: September 2018 – Present Project Description: DH helped DOC build a promotional campaign and execute targeted, statewide media buying to promote ABLE savings plans for individuals and families with disabilities. DH developed campaign strategy and creative along with a paid media plan, execution and reporting. We are currently in Year 4 of the campaign.</p> <p>Washington State Department of Health — Tribal Suicide Prevention Contact: Gerry RainingBird, M.S. 360.236.3988 Gerry.RainingBird@doh.wa.gov Contract number: PRV26023-0 Timeline: January 2021 – Present Project Description: DH continues to work with DOH to develop and implement a suicide prevention campaign for tribal members across Washington. The campaign is built from research with tribal members and tribal organizations, and creative includes tribal spokespeople and artists serving as trusted message carriers to deliver the message. DH is running media buys and a partner coalition to disseminate content across the state.</p>	
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<p>Washington State Department of Health — Stroke Prevention Contact: Kseniya Efremova 360.236.2731 Kseniya.Efremova@doh.wa.gov Contract #: PRV26 150-0 Timeline: January 2019 – June 2019 Project description: DH helped the WA South-Central Trauma Region of the Coverdell Stroke Program conduct qualitative research with stroke patients and regional service providers to understand awareness and perceptions about stroke based on their lived experiences. These insights helped refine creative asset development in the form of updated videos and social media content made available to DOH to use in a targeted media buy/owned media publishing.</p> <p>Washington State Department of Health — Dementia Contact: Marci Getz 360.263.3709 Marci.Getz@DOH.WA.GOV Contract #: PRV26026-0 Timeline: April 2021 – June 2021 Project description: DH partnered with DOH to develop campaign messaging and creative assets for a pilot campaign reaching the King County Black community regarding dementia and memory health. DH built the campaign informed by research completed in partnership with Cascadia Consulting Group, tailoring creative to motivators and barriers, as well as perceptions and varying awareness levels among this population. DH provided a campaign action plan for a limited launch of the campaign in 2021.</p> <p>Washington State Department of Health — COVID-19 Prevention Contact: Frances Limtiaco 360.628.1820 frances.limtiaco@DOH.WA.GOV Contract #: PRV25659 (PRV25659 1, PRV25659 2, PRV25659 3) Timeline: September 2020 – Present Project description: DH has worked with DOH since the Fall of 2020 to develop a COVID-19 “mile-deep” campaign, partnering with over 200 community-based organizations to develop localized public education campaigns.</p> <p>Washington State Department of Health — COVID-19 Vaccine Hesitancy Contact: Vadim Kogan 360.798.5857 vadim.kogan@doh.wa.gov Contract number: PRV25678-0 Timeline: February 2021 - Present</p>	
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<p>Project description: DH is working with DOH on a COVID-19 vaccine hesitancy campaign reaching communities from the former Soviet Union in Washington. The equity-based approach has included deep work with community-embedded contractors who serve as trusted messengers and who are listening to audience concerns to help inform campaign messaging and outreach strategies.</p> <p>Washington State Department of Transportation Contact: Kris Rietmann Abrudan 360.705.7423 rietmak@wsdot.wa.gov Contract # Y-11886 Work Order No AD0530 Timeline: September 2018 – January 2019 Project Description: DH led a Studded Tire Public Awareness Campaign for WSDOT that emphasized messaging to change behavior around the use of studded tires. We developed this campaign creative for Spokane County and managed the media buy in the winter of 2019.</p> <p>Washington State Department of Health – Child Profile Contact: Lonnie Peterson 360.236.3534 Lonnie.peterson@doh.wa.gov Contract #: PRV2909, N20902, PO#T126998 Timeline: January 2016 – Present, June 2015 – December 2015, December 2013 – February 2014 Project Description: DH facilitated creative production of advertising and collateral materials to promote the Child Profile program with parents and health providers. The campaign emphasized a suite of new materials targeting special populations with messages and photography representing them in materials.</p> <p>Washington State Health Care Authority – Tribal Opioid Campaign Contact: Lucilla Mendoza 360.725.1834 Lucilla.mendoza@hca.wa.gov Contract # 1534-49904 Timeline: September 2017 – April 2019 Contract # 1534-49904 Amendment No. 03 Timeline: May 2018 – June 2019 Contract # 1534-49904-C Amendment No. 06 Timeline: May 2018 – June 2019 Project Description: DH led the development of a tribal-focused education campaign for the 29 tribes of Washington State. To inform our campaign creative and ensure it was culturally appropriate, we conducted deep</p>	
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<p>research with tribal leaders and key informants and developed materials they could use themselves without an external agency dictating how to solve the problem. We also developed a training webinar and spoke in person at tribal events to teach tribes how to implement the campaign in their own communities.</p> <p>Health Care Authority — Public Employee Health Plan Planning and Creative Production Contact: Michelle George 360.725.0829 michelle.george@hca.wa.gov Contract #: K1530 Timeline: July 2015 – January 2016 Project Description: DH generated a series of written narratives and videos featuring real people telling their stories about their experiences with state insurance and benefits through PEBB and SEBB programs. This effort included video production and creative direction from DH.</p> <p>Washington State Department of Labor & Industries — COVID-19 Support Contract #: N/A, under \$40,000. Direct SOW with DH. (Signed by Tim Church, Assistant Director of Web & Communications Services, on 7/29/20) Project description: DH produced a series of creative assets for L&I promoting COVID-19 resources to businesses across Washington state, including print and online materials detailing L&I programs and calls to action.</p> <p>Washington State Department of Health — West Nile Virus Campaign Contact: Sharon Moysiuk 360.549.6471 sharon.moysiuk@doh.wa.gov Contract #: PO#T135506, PO#T132466, PO#T129802, PO# T122833, N17751 Amend #3, N17751 Amend #1 Timeline: June 2016 – July 2016, June 2015, October 2014 – December 2014, May 2012 – June 2012, June 2011 – August 2011, January 2011 – March 2011, June – August 2010 Project Description: DH developed an integrated media campaign to raise awareness among Washingtonians about West Nile virus and prevention. This campaign included creative asset production for informational and humorous videos, point-of-sale environmental media, partner communications, earned media pitching and a statewide paid media buy.</p> <p>Washington State Department of Health — Pertussis Contact: Ann Butler 360.236.3731 Ann.Butler@DOH.WA.GOV Contract #: N21527, PO#A100724, PO#A100728, PO#T124779, PO#T124778, PO#T124794, PO#T124780</p>	
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<p>Timeline: October 2015 – December 2015, May 2012 – June 2012 Project Description: DH developed an integrated media campaign to raise awareness among Washingtonians about pertussis with an emphasis on getting vaccinated. The campaign focused on pregnant women and their families. This campaign included creative asset production for informational and humorous videos, point-of-sale environmental media, partner communications, earned media pitching and a focused paid media buy across the state.</p> <p>Washington State Department of Health — Folic Acid Contact: Cathy Wasserman, PhD, MPH 360.236.4250 Cathy.Wasserman@DOH.WA.GOV Contract #: PO#T132233 Timeline: May 2015 Project Description: DH developed creative campaign content for DOH to raise awareness about Folic Acid risks to pregnant mothers.</p> <p>Washington State Department of Health — Spanish Novella Contact: Polly Taylor 360.236.3563 polly.taylor@doh.wa.gov Contract #: PO#T131489 Timeline: March 2015 – May 2015 Project Description: DH developed video novellas for Latinx audiences about immunizations.</p> <p>Washington State Department of Health — Flu Vaccinations Contact: Michelle Harper 360.236.3741 Michelle.Harper@DOH.WA.GOV Contract #: PO#T130575, PO#T128469, PO#T126998 Timeline: February 2015 – May 2015, July 2014, May 2013 – June 2013 Project Description: DH developed an immunization awareness campaign for parents with small children and vulnerable older adults about the importance of immunization.</p> <p>Washington State Department of Health — Take as Directed Contact: Elisabeth Long 360.236.2860 Elisabeth.Long@DOH.WA.GOV Contract #: PO#T126858 Timeline: May 2013 – June 2013</p>	
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	<p>Project Description: DH developed an awareness campaign for prescription medication usage, including creative assets for print and digital advertising.</p> <p>Washington State Health Care Authority — Apple Health for Kids Campaign (Subcontractor to Community Minded Enterprises) Contact: Ray White 509.209.2653 RayW@community-minded.org Contract #: K707 Timeline: 2013 – 2014</p> <p>Project Description: DH led the creation of a statewide communications campaign informed by deep audience research with parents of young children and health providers to provide insight into patient insurance habits and motivators/barriers. We developed a social change campaign with transcreated content for different cultures across the state and implemented earned media pitching, paid media advertising and owned media production.</p> <p>Washington State Health Care Authority — Healthier Washington Contact: Victor Andino 360-725-9563 Victor.andino@hca.wa.gov Contract #: K1907 Timeline: October 2016 – January 2017</p> <p>Project Description: DH developed a program brand and messaging set for HCA's Healthier Washington initiative, telling stories about health care across the state to simplify complex health care information to help citizens better understand. DH later developed a series of more than 40 personal stories from health providers, community-rooted leaders and everyday people benefiting from care to demonstrate how their stories fit in the context of broader health care subjects. Stories were told through written blogs or video vignettes and housed on the Healthier Washington website.</p>	
h	<p>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.</p>	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 Washington 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: No subcontractors will be used		
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 indicate so.	NOT SCORED
<p>ANSWER:</p> <p>DH is a mission-driven organization that cares deeply about the impact we make and leave on the world. That care begins with our own team, so we heavily invest in both professional development and personal wellness. Some of the ways this manifests includes:</p> <ul style="list-style-type: none"> • Wellness initiative. DH maintains daily agency check-in meetings to review staff workflow to ensure team members are right-sized and gauge how the mix and subject matter they are working on affects their mental health since many of our client projects are related to heavy topics such as suicide prevention, public health inequities, environmental justice and safety. We provide mental health days for staff as needed on top of sick and vacation days and make counseling resources visible. DH provides flexible summer Friday schedules for the team to get outside and be active and a regular schedule of team happy hours for bonding and celebrating collective successes in our work and personal lives. • DEI Collaborative. DH is committed to making our team reflect and represent the diverse communities we serve and making DH a place where people from different communities can show up as their full selves. To help facilitate this, we maintain an employee-led Diversity, Equity and Inclusion (DEI) Collaborative. They help operationalize policies and culture initiatives to make space for learning about our teams' unique lived experiences, honor contributions from those lived experiences and recruit talent from historically underrepresented communities. 		

	<ul style="list-style-type: none"> • Leadership Team / Agency Council (culture review). DH maintains an Agency Council of members across our team to lead agency initiatives and cultivate collaborative leadership skills. This group, along with our Leadership Team made up of agency department heads, maintains regular "culture pulse" discussions to review any positive or negative trendlines among the team to optimize the ways we work together and generate solutions to team challenges and opportunities. These teams work collaboratively with agency owners to put the voice of the team directly into their decision-making calculus. • Culture survey. DH deploys annual culture surveys to our team to hear directly from them on elements of the business and team dynamics they are excited about, concerned about, or where they have innovative ideas. DH reviews this feedback through a third party, presents key findings to the team and makes visible plans to address concerns and implement new ideas. • Workplace sustainability actions. Our team cares deeply about workplace sustainability as we work to reduce office waste, invest in digital tools rather than physical, reduce travel for our carbon footprint when not needed and raise awareness about environmental sustainability actions our own team can take in their personal lives. • The clients we work with. DH partners with organizations working to make the world a healthier, safer, more just, vibrant and better-connected place. This not only aligns with our mission, vision and values, but also our team's personal wellness so they can promote causes and organizations increasing positive outcomes in communities rather than merely facilitating transactions or sales. 	
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
	ANSWER: No	

3	BIDDER CERTIFICATION – WASHINGTON SMALL BUSINESS	MAXIMUM TOTAL POINTS
	<p>Are you a Washington Small Business as defined under RCW 39.26.010?</p> <p>According to Chapter 39.26.010 RCW, to qualify as a Washington Small Business, Bidder must meet three requirements:</p> <ul style="list-style-type: none"> 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. 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 filed with the Washington State Department of Revenue over the previous three consecutive years. c. <i>WEBS Certification.</i> Bidder must have certified its Washington Small Business status in Washington’s Electronic Business Solution (WEBS). 	10
	ANSWER: No	
4	BIDDER CERTIFICATION – CERTIFIED WASHINGTON VETERAN-OWNED BUSINESS	MAXIMUM TOTAL POINTS
	<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 requirements:</p> <ul style="list-style-type: none"> a. <i>51% Ownership.</i> Bidder must be at least fifty-one percent (51%) owned and controlled by: <ul style="list-style-type: none"> 1. A veteran is 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 	10

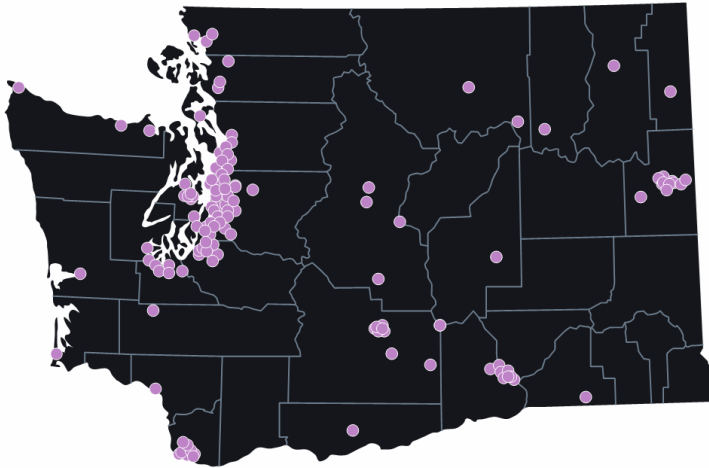
	<p><i>applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;</i></p> <p>2. <i>A person who is in receipt of disability compensation or pension from the Department of Veteran’s Affairs; or</i></p> <p>3. <i>An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.</i></p> <p>b. <i>Washington Incorporation/Location. Bidder must be <u>either</u> an entity that is incorporated in the state of Washington as a Washington domestic corporation <u>or, if not incorporated,</u> an entity whose principal place of business is located within the State of Washington.</i></p> <p>c. <i>WEBS Certification. Bidder must have certified its Veteran-Owned business status in Washington’s Electronic Business Solution (WEBS).</i></p> <p>d. <i>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>	
	ANSWER: No	

5	BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT RESPONSE)	MAXIMUM TOTAL POINTS
	MANDATORY EXPERIENCE AND QUALIFICATIONS	N/A
A	Are you currently licensed to do business in the state of Washington?	REQUIRED BUT NOT SCORED
	ANSWER: Yes	
B	Do you have at least five (5) years’ experience in developing and implementing statewide outreach, education and media campaigns?	REQUIRED BUT NOT SCORED
	ANSWER: Yes	
C	Are you located in Seattle?	REQUIRED BUT NOT SCORED

	ANSWER: Yes, with offices in Seattle and Spokane and coverage across all of Washington state.	
D	Do you have experience building relationships, engaging and connecting with immigrant communities?	REQUIRED BUT NOT SCORED
	ANSWER: Yes	
E	Do you have expertise in conducting culturally and linguistically appropriate communications and outreach?	REQUIRED BUT NOT SCORED
	ANSWER: Yes	
F	Do you, or your subcontractors, have established media contacts who can facilitate multilingual messaging and content delivery?	REQUIRED BUT NOT SCORED
	ANSWER: Yes	
DESIRED EXPERIENCE AND QUALIFICATIONS		
I	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.	50
	<p>ANSWER:</p> <p>As the leading social impact agency in Washington state, Desautel Hege (DH) is deeply committed to creating and implementing equity-centered communication strategies. DH has years of experience and expertise building deep relationships and direct partnerships with communities disproportionately affected and disenfranchised by systemic racism and other forms of oppression.</p> <p>For the past 25 years, we have developed and implemented statewide outreach, communication, and media campaigns on behalf of clients focused on health, safety, and wellbeing. As devoted practitioners of advancing equity and social justice-informed communications, we work to undo harmful narratives and biased messaging that perpetuate the status quo.</p>	

<p>Experience developing and implementing statewide outreach, communication, and media campaigns</p> <p>DH’s founder Jim Desautel is a member of the Colville Confederated Tribes and grew up on the reservation. As an adult, he became one of the first Native American broadcasters in the country, working as a camera operator and anchor for KING, KOMO and KREM and attending Columbia University’s School of Journalism. Jim founded DH in 1996 in Spokane with his wife Dr. Cher Desautel, a health care communications executive who was often the only woman in the boardroom. Together they saw an opportunity to provide exceptional communications services to clients whose interests were being overlooked by larger firms. Early clients included the Kalispel Tribe, the Colville Confederated Tribes and a local coalition addressing the social determinants of health (now Community Minded Enterprises).</p> <p>Central to our work has been collaborations with communities and building relationships with organizations across the state. The values Jim and Cher put into place in 1996 live on today. While we have grown from a team of two to a full-service agency of 53, with offices in both Seattle and Spokane, we have maintained a culture of inclusivity, belonging, and respect. Given DH’s history, we strive to bring an equity lens to everything we do and how we do it. We apply a socio-ecological approach to communication—acknowledging that our audience’s behavior and decisions are greatly influenced by their broader environmental, social and political contexts.</p>	
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To address EBT fraud, we will work with you and our vast network of community partners to create culturally appropriate, accessible, and responsive communication to reach high impact geographic areas.



Community-based organizations who have partnered with DH (434)

Whether it is through social media platforms or focused outreach, we believe in making intentional space for and centering the diverse voices of your priority audiences and communities. It means addressing power imbalances by being humble listeners and learners of people most impacted by EBT fraud and applying a community-rooted approach to encouraging behaviors that are protective and effective.

A **community-rooted approach** is a way to take the strategies of an integrated campaign, branding, and public relations and replicate them at the community

level in **culturally responsive and context-sensitive** ways. Our approach considers:

- Investing and directly funding community media outlets and organizations to take on this work.
- Connecting outlets and audiences to culturally responsive and linguistically appropriate resources for their communities.
- Collaborating with community partners and stakeholders to develop materials and strategies while getting real-time feedback.
- Providing communications coaching and support as varied as writing a customized communications plan and prepping subjects for media interviews.
- Providing localized production assistance. Our team helps fill the gap for many small community/ethnic media outlets and organizations to be able to support paid advertising and other communications.

As your communications contractor, it is our responsibility to think beyond silos and develop campaigns that use different media channels, strategies, and tactics to support communications outcomes **tailored to audiences'**

<p>unique needs and contexts. This is why we recommend employing an integrated media strategy. Our goal is to surround the audiences we wish to reach with the messages and calls-to-action we want them to hear and complete, respectively.</p> <p>As strategists, we:</p> <ul style="list-style-type: none">▪ Align on an overarching vision;▪ Acquire audience insights;▪ Develop a creative idea (or several);▪ Launch a coordinated communications effort; and▪ Ultimately reach people through websites and social media, television and radio, news, direct communications, PR, events, and more. <p>In our experience, an integrated approach must also include community-based media, outreach and messaging to create genuine equity and inclusion. This is more than simply translating materials into languages other than English. It is ensuring that integrated strategies work deeply within communities to reach everyone, regardless of cultural background, geography and linguistic preference. We take a combined approach to campaign implementation:</p> <p><i>Mile-wide: Leveraging mass media platforms for statewide reach</i></p> <p>This “mile-wide” approach, predominantly achieved through mass media campaigns, is highly effective in reaching a broader audience. Our experienced and well-networked media buyers have broad media research experience, insights, purchasing and placement capabilities for multiple languages. From the most cutting-edge media available for purchase (digital activations, streaming, in-app) to the most unique and focused (geo-focusing, rural out-of-home placements, in-language partnerships), our media team creates customized media strategies that place the message closest to its intended audience in a way that is accessible.</p> <p><i>Mile-deep: Partnering with community and ethnic media at the local and regional levels</i></p>	
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Despite best efforts, an integrated mile-wide strategy often does not reach everyone, and many audiences, especially those from historically underrepresented, regionally excluded and linguistically diverse communities, are left behind. In basic ways, they run into information and other access barriers to the detriment of audience members' health and wellbeing. **Mile-deep** (as opposed to mile-wide) communications are defined as activities that go beyond traditional advertising and public education to connect deeply with a community through trusted message carriers, culturally informed communications and outreach that considers access pathways, regional resources, social determinants of health, systemic racism and historical trauma.

Relationships with Community and Ethnic Media

DH excels at hyper-local placements and working with community-based organizations (CBOs) to reach audiences who may be underrepresented in or experience access barriers to larger media. We work with a statewide network of cultural and community media owned and operated by historically excluded community members in addition to CBOs with popular communications channels. We have leveraged this network across campaigns to ensure media-buy dollars are supporting diverse community businesses and infrastructure. We have also had the pleasure of working with media partners to collaboratively develop culturally responsive content for their audiences.

We work with a combination of community media and community-based organizations as message carriers. Not every language or cultural group has a dedicated media outlet, and ones that do often have limited reach and capabilities without additional support. At the same time, many CBOs have their own influential channels and can also support communications. For instance, a statewide messaging campaign may have a social media strategy, but for certain audiences, an organic social post and a related event from an organization they know or a community leader they trust is more influential. Trusted message carriers and leaders that belong to—and are rooted in—the community can help address barriers in ways that feel authentic and culturally responsive.

Over the last several years, DH has built one of the largest statewide networks of community media outlets and organizations representing diverse cultures, national origins, languages and identities in Washington. We have

<p>invested in the infrastructure, capacity and relationships to work effectively and directly with community partners on various health and safety initiatives.</p> <p>Creating culturally and linguistically appropriate communications</p> <p>In the spirit of “Nothing about us without us,” we work closely with audiences to inform and shape communications that are culturally appropriate and effective. If a message is not relevant to an audience, it is not going to be effective at delivering information or impacting behavior. For this reason, we have developed systems for the transcreation of materials in collaboration with specific community leaders, specialists and everyday people with lived experiences from our priority audiences.</p> <p>Transcreation. Our approach to transcreation emphasizes audience research, partner program development and message testing. DH uses trusted translation partners and often works directly with local speakers of different languages to craft effective messaging. This often includes a combination of partnerships with community-based organizations, media outlets, individual cultural consultants and certified translators. This collaborative approach helps us develop materials in less common languages and/or dialects for specific immigrant and Indigenous communities while maintaining quality control. We also have staff on our team who are fluent in Spanish, Punjabi, Hindi, Bangla, and Mandarin who can support in developing effective visuals and messaging.</p> <p>Message Testing and Review. DH has also recruited focus groups and tested messaging with members of specific language and cultural communities. Ideally, we will partner with facilitators to lead groups in language, or with researchers with lived cultural experiences to facilitate research activities. In other cases, we have assembled advisory groups, helped facilitate community roundtable discussions and included community stakeholders in our campaign development process as subject-matter experts and approvers.</p> <p>Community Insights. Across campaigns, our team has worked with CBOs to coordinate insight interviews and listening sessions as pathways to feedback. The goal of these activities is to better understand cultural identities and perspectives and to collaboratively work with communities to shape materials and messaging that will resonate with audiences most effectively. We also talk about platforms and spaces that feel most relevant and</p>	
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<p>appropriate to reach people (e.g., specific media outlets, events or community partnerships that are important/relevant).</p> <p>Collaborative Creative Development. In addition to this fundamental information gathering and research work, we also take a mindful approach to every step of creative development as we build intentional campaigns for different communities. DH has led collaborative creative sessions with a wide range of communities, working collaboratively with Spanish-speaking medical providers, Pacific Islander community leaders, and Native youth to inform past campaigns. DH follows up with participants in collaborative sessions to share creative assets in development so participants can see how their input was used.</p> <p>Partnering with Community-based Vendors. In creative development, we often work with independent producers, artists and media companies based in priority communities to develop assets. As noted, we also work with a wide range of community and cultural media to place paid advertising. We obtain feedback from media outlets about campaign creative and have also partnered with outlets to produce culturally and linguistically appropriate versions of campaign materials on smaller budgets with faster timelines.</p> <p>Building relationships, engaging, and connecting with immigrant and refugee communities</p> <p>The benefits of being intentional about engagement and production are stronger and better creative, as well as a community-informed strategy. We have found that, for our government clients, community-led messaging is an excellent way to build long-lasting and collaborative relationships that outlive a specific campaign. Below are a few programs we have developed serving immigrant and/or refugee communities recently:</p>	
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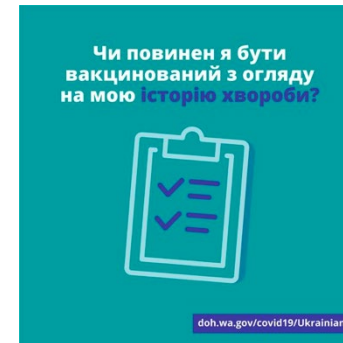
Washington State Department of Health
COVID-19 Community Driven Outreach Program



As part of the state’s COVID-19 emergency response, DH recruited and partnered with over 200 community-rooted organizations, including ethnic and community media outlets, to address disparities in health information access (and outcomes). DH worked with partners serving immigrant and refugee communities across the state, including organizations in King, Snohomish and Yakima counties. Together, we worked with partners to develop tailored communications plans and direct funding to their organizations to implement those plans. To date, \$19 million in communications funding has been directed to CBOs, materials have been created in 92 languages, and reached 52 distinct cultural communities.

Washington State Department of Health
Addressing Vaccine Hesitancy for Community Members from the Former Soviet Union

During the pandemic, data showed people from the Former Soviet Union who spoke Russian and/or Ukrainian had the lowest rates of vaccination and highest rates of hospitalization and death compared to other cultural groups. DH worked with a combination of refugee-serving organizations, community leaders and in-language media outlets to better understand and respond to deeply held beliefs about vaccination. Together, we created a toolkit of culturally responsive materials in Russian and Ukrainian and recruited a network of trusted message carriers to lead difficult vaccination conversations and build vaccine confidence in the community.



National Development Council
Small Business Flex Fund

Women, BIPOC and business owners with limited English proficiency are underrepresented in traditional loan programs for businesses. This disparity impacts communities and their ability to build generational wealth, an issue COVID-19 magnified for many in our state. To promote equity in lending, the National Development Council wanted to increase the number of loans distributed to women- and minority-owned small businesses. Through a combination of partnerships with immigrant-serving CBOs, media outlets, and women and minority business owners, we developed campaign materials to promote the loan program within these communities. To date, 338 businesses and nonprofits have been funded, totaling \$28.1 million in loans with 80% of loans awarded to women- and minority-owned businesses.



Office of the Secretary of State
Vote with Confidence Campaign

DH worked with the Office of the Secretary of State (OSOS) in 2022 to educate Washington voters about the voting process in our state and positioned OSOS and local elections offices as trusted authorities. The campaign strategies were both mile-wide (broad reaching) and mile-deep (priority-audience specific), designed to reach all eligible voters with trusted information about the election process and tools to recognize misinformation. This effort also had community-specific messaging and engagement, forming partnerships with 20 community-based partners to distribute campaign content in culturally appropriate messaging and channels. This resulted in 822,000 people reached in historically underrepresented priority communities.



Washington State Health Care Authority
Starts with One/Comienzo con Uno

As part of ongoing efforts to prevent opioid misuse, the Washington State Health Care Authority wanted to better promote prevention resources to Spanish-speaking residents in Washington state. To develop culturally responsive materials, DH worked with Spanish-speaking prevention professionals from regional coalitions throughout the state to form a campaign advisory board. DH collaborated with the advisory board at all campaign stages from outlining campaign goals and fleshing out early concepts to producing messaging and materials. DH also tested materials in Spanish-language focus groups. Since working with the advisory group, users of the [Spanish-language version of the Starts with One website](#) rose by 160% in



just two years. This approach is now being leveraged by the campaign to develop specialized creative for LGBTQ+ and Black/African American audiences to address culturally specific information needs and barriers to prevention resources.

Washington Traffic Safety Commission (WTSC)

Multiple Traffic Safety Campaigns





DH has led multiple statewide media buys for the WTSC. Our paid media plans include both multilingual content through mass media and partnerships with community and ethnic media outlets for the most spoken languages in the state: Spanish, Russian, Ukrainian, Mandarin, Vietnamese, Tagalog, Korean and Somali. Paid media plans include partnerships with ethnic television and radio stations, in-language magazines and newspapers, and individual radio programs that offer weekly programming to smaller language groups. DH has also collaborated with community partners to help translate and adapt traffic safety messaging to distinct cultural audiences, including recording original radio ads and voiceover for video.

King County Metro

Trailhead Direct

DH worked with King County Metro and their stakeholders to promote Trailhead Direct. This transit service connected neighborhoods with large immigrant and refugee populations to popular trailheads to make outdoor recreation more accessible. To promote services to communities in Seattle and Tukwila, DH developed printed materials, wayfinding signage, and social media ads in multiple languages including Spanish, Somali, Vietnamese, Traditional Chinese, Korean and Tagalog. DH also partnered with cultural groups, outdoor clubs and community influencers to share personal experiences and photos on popular trails and address specific cultural and language barriers.

	 <p>Giá Vé Giá vé Metro áp dụng vào giờ không cao điểm. Vào ngày 1 tháng 7 năm 2018, Metro sẽ chuyển đổi thành một giá vé Người Lớn duy nhất là \$2.75, bất cứ lúc nào, bất cứ nơi nào. Giá vé 1-Zone/ 2-Zone và giá vé cao điểm/ giờ không cao điểm sẽ không còn áp dụng.</p> <p>Người Lớn (19 tuổi trở lên), giờ không cao điểm \$2.50</p> <p>ORCA LIFT Fare*, mọi lúc \$1.50 *Thu nhập đủ điều kiện</p> <p>Thanh Thiếu Niên (6-18 tuổi), bất cứ lúc nào \$1.50</p> <p>Các chủ thẻ RRFP, bất cứ lúc nào \$1.00 (người cao niên đã đăng ký, Medicare, người khuyết tật)</p> <p>Trẻ Em (đến 5 tuổi), bất cứ lúc nào Bốn người có thể đi xe miễn phí với người trả tiền vé người lớn</p> <p>CHỈ CÓ DỊCH VỤ CUỐI TUẦN/NGÀY LỄ 21 Tháng 4 - Tháng 10/ Tháng 11 năm 2018</p> <p><small>Trailhead Direct là một dịch vụ theo mùa hoạt động vào cuối tuần và các ngày lễ được chỉ định. Bắt đầu mùa 2018, ngày lễ được chỉ định là Memorial Day (5/28), Ngày 4 Tháng 7 và Labor Day (9/3).</small></p>	
J	<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.</p>	50
	<p>ANSWER:</p> <p>DH is a team of 53 specialists with offices in Seattle and Spokane. We selected your core team to bring together members with health and social services campaign experience and deep knowledge about working with BIPOC, immigrant and refugee communities. While the broader team will intermittently support your work, your key personnel are below:</p> <p>STRATEGIC COUNSEL</p> <p>Nico Archer, Partner (Spokane and Seattle)</p>  <p>As a Partner and owner at DH, Nico has supported health and social services campaigns across Washington, with an emphasis on populations that are historically excluded, including deep work with immigrant and refugee communities in King County as part of the Washington State Department of Health’s COVID-19 emergency response. As a community advocate, Nico’s approach is one of investment and trust in community partners. Nico continues to lead the Washington State Department of Health’s community-driven outreach program, partnering with over 200 community media outlets and organizations over the past three years. Also, Nico has led campaigns for DSHS, the Health Care Authority, and Washington Traffic Safety Commission and rebranding projects for larger philanthropic organizations across the Northwest.</p>	

STRATEGY LEAD

Paj Nandi, MPH, Associate Vice President of Equity-centered Communications (Seattle)



Paj provides strategic guidance to advance equity-centered communications for our clients and DEI practices across the agency. Before his time with DH, Paj’s history of health and social services experience includes serving as Director of Community Relations and Equity for the Washington State Department of Health (DOH), where he advised the Secretary of Health, the State Health Officer, executives and other agency leadership on key equity and community relations issues and represented DOH on the Governor’s Interagency Council on Health Disparities. He also directed his team’s work on various equity and social justice strategic initiatives, including within DOH’s COVID-19 pandemic response serving LEP, refugee/immigrant and BIPOC communities. He also served on the Board of the Washington State Public Health Association for seven years, including a term as President.

ACCOUNT LEAD (FULL TIME PROJECT MANAGER)

Ruben Escobedo, Senior Account Executive (Seattle)



Ruben’s work has a strong focus on holistic marketing campaigns that are effective and culturally inclusive. Ruben has managed projects for large philanthropic foundations developing marketing materials and supporting storytelling initiatives with community grant recipients across the state. Working with ACH (Accountable Community of Health) Better Health Together, Ruben led outreach to Hispanic-and-Latino(a)-serving CBOs to support grassroots COVID-19 communications and surface community health needs. He has also supported the Washington State Health Care Authority’s opioid misuse campaigns, working with prevention leaders in Central Washington to identify messaging needs and coordinate with cultural subject-matter experts. Most recently, he has led production for the Health Care Authority’s *For Our Lives* campaign, working with tribal health partners to share stories about substance-use treatment and recovery.

ACCOUNT SUPPORT

Denys Lopez, Account Executive (Spokane)



With a degree in Public Health from Eastern Washington University and lived experience in migrant health systems in the Yakima Valley, Denys is a strong advocate for migrant resource access and community health. At DH, Denys has supported community outreach for the Department of Health’s COVID-19 community media program and the Health Care Authority’s opioid misuse campaigns. She is bilingual and regularly works with cultural advisory groups to develop Spanish-language campaign materials on behalf of DH clients. Most recently, Denys has led Spanish-language scripting and video productions for multiple traffic safety campaigns for the Washington State Traffic Safety Commission.

CREATIVE LEAD

Matthew Duncan, Art Director (Spokane)



Matthew’s approach works to understand audience needs and respond with innovative design solutions. As an Art Director at DH, Matthew works with community partners to develop culturally responsive and accessible materials. He has led design for the Washington State Health Care Authority’s *For Our Lives* campaign for Native audiences, working with focus groups and subject-matter experts to develop an authentic and inclusive look and feel to materials. As part of the campaign, Matthew has also worked one on one with tribes and tribal organizations across the state to create custom materials to use in their communities. Supporting Better Health Together’s CBO-led COVID-19 education and vaccination efforts, he worked with immigrant communities across Eastern Washington to develop culturally responsive materials in multiple languages. Additionally, he has led design projects specifically for people experiencing disabilities, most recently creating interactive displays for children receiving treatment at Providence’s pediatric cancer unit in Spokane.

GRAPHIC DESIGN AND WEB DEVELOPMENT

Alex Cruz, Senior Graphic Designer (Seattle)




Alex's skillset is a rare combination of graphic, motion, video and web design to support the production of a wide range of assets for multimedia campaigns, including digital owned media as well as developing content in Spanish. This skillset has come in handy providing production support for dozens of community partner projects as part of the Department of Health's statewide COVID-19 outreach and regional COVID-19 outreach funded by Better Health Together. Alex has also worked supporting custom design for individual tribes and tribal organizations in partnership with the Washington State Health Care Authority's *For Our Lives* campaign and the Department of Health's *Native and Strong* campaign. As an in-house web designer, Alex supports maintenance of the Health Care Authority's websites across multiple campaigns.

PAID MEDIA LEAD

Jenny King, Associate Vice President, Media Services (Seattle)



Jenny is a media buying specialist with a deep understanding of what it takes to reach diverse audiences. Having placed media in every county in the state, she is an expert at finding hyper-local media opportunities in our communities. Her media planning work includes large-scale media buys for clients including the Washington State Department of Health, Department of Commerce, National Development Council, MultiCare, the Health Care Authority and previous media buys for DSHS programs. Jenny plans and implements media buying across traditional and digital media and traffics creative assets including television, radio, print, outdoor, social, and ethnic and community media placements. She holds certifications in Google Ads Display and Google Analytics and uses Google analytics and other tracking software to optimize campaigns to determine their performance based on that data.

	<p>MEDIA BUYING AND REPORTING Emily Ryder, Digital Media Buyer and Data Analyst (Seattle)</p>  <p>Emily supports media placement and reporting for statewide media buys, as well as priority audience research and community media placement. Her approach customizes reporting analysis across a wide range of placements, giving you actionable information to optimize future buys and putting media data into context. She also develops hyper-focused digital media plans for clients emphasizing multilingual platforms. She has supported media placements and research for many statewide media buys including buys for DSHS, the Washington State Health Care Authority and the Department of Health.</p> <p>To view complete staff resumes, please see Appendix A.</p>	
K	<p>Please describe your method for assuring that your services and deliverables are provided in accordance with high quality standards and for immediately correcting any deficiencies. What data would you propose to report to DSHS which would permit verification of your quality assurance activity, findings and actions?</p>	50
	<p>ANSWER:</p> <p>DH has a proven track record of delivering excellent services and deliverables, both in the quality of the campaigns we produce and in the way we support client and stakeholder teams. It is not by accident—we have operationalized quality assurance, product excellence, community engagement and client experience at DH to ensure we hold ourselves consistently to this level of quality.</p> <p>Our method for assuring quality and correcting any deficiencies include:</p> <ul style="list-style-type: none"> • Agile principles. DH uses Agile processes across our agency to support understanding and transparency. Our comprehensive and engaging “context sessions” and “roadmap” planning sessions are crucial to quality assurance for our team and with our clients. Context sessions allow participants to pull information from one another and to identify knowledge gaps and potential roadblocks <i>before</i> we launch into work. A roadmap session results in a detailed description of our planned work and deliverables, all the steps required to create them and risk-mitigation strategies. These tools promote team-wide understanding of project milestones and responsibilities across our various projects. Our self-empowered team model encourages team members at all levels of leadership to call out where additional resources are needed and to identify, own and overcome 	

<p>potential blockers. These communications happen daily in a structure process we call "check-In" across our entire team.</p> <ul style="list-style-type: none">• Workflow forecasting and proactivity. DH holds several team workflow meetings each week, ensuring we prevent bottlenecks and proactively identify and resolve potential deficiencies before they affect deadlines or budget. All DH team members are experienced in developing work plans and realistic schedules to ensure deadlines are met. We also maintain systems to extend visibility and accountability on complex projects, including centralized project management and workflow software. This allows us to deal with convergence of client activities and see any issues in production well before they occur, so we can set contingencies in motion to adapt as needed.• Centralized project management. Our client team structure provides a clear point of contact and accountability for the project (the account lead or project manager), while also giving you direct access to senior-level strategic counsel who hold final authority over strategy and creative. We find this team structure helps facilitate clear and consistent communication and allows us to serve as an effective extension of client teams. Clients can expect a regular and structured cadence of project updates via video conferencing and email from your account lead, clearly recapping recent project milestones and progress, flagging upcoming needs and action items, delineating roles between our team and yours, and proactively getting ahead of any blockers or concerns that might impede progress. <p>There are several datapoints we would offer to DSHS to verify our quality assurance activities, findings and actions:</p> <ul style="list-style-type: none">• Regular project management updates. Clear communication is the cornerstone of successful campaigns. We will work with your team to establish a frequency and method of regular updates on: campaign action items for our team and yours, an up-to-date calendar of project milestones to be aware of, progress on active work being done, forecasting any potential risks or blockers, strategies to address risk and blockers proactively, findings summaries during research, proofs of creative assets in development with clear agreements on feedback, and campaign updates on key performance indicators once the campaign is launched. We will work to build a template project update via email or your preferred method and set an agreed upon level of project update calls with your team that both maximizes budget and allows us collaborative time for discussion.• Review of research findings. As we conduct primary research or extract best practices from other relevant campaigns, DH will share this content with DSHS, so you see a bright line between the data we gather and	
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	<p>the recommendations we make. Research is not something we hold close to the chest; it will be fully available to DSHS for review and contextualization as we work through it to help inform campaign development and implementation.</p> <ul style="list-style-type: none"> • Recommendations on campaign strategy. When DH recommends campaign channels, creative strategy, messaging and other campaign tactics, we do so based on industry best practices and community feedback to inform what marketing mix will best reach our intended audiences. That data will be highly visible to DSHS at every step of the process, be it key findings from insight interviews with priority community members or paid media performance benchmarks that we pull at the statewide level to demonstrate why certain media is likely to better perform and be engaged with by our audience, particularly for LEP, refugee, immigrant and migrant community members. 	
L	<p>Please describe the measures you employ to assure that your services and deliverables are provided in a cost effective manner that is consistent with quality outcomes and fair employment practices.</p>	50
	<p>ANSWER: DH aims to price services at market competitive rates. We strive to maximize the budget of campaigns based on strategies and tactics that will best serve stated campaign goals. Our agency has a long track record of being good stewards of public dollars for government-funded campaigns in particular, making strategic recommendations about where to allocate funds to emphasize campaign activations that will be as effective as possible.</p> <p>In practice, this looks like:</p> <ul style="list-style-type: none"> • Collaboratively developing campaign plan strategies with clients in participatory "roadmapping" sessions to ensure client teams understand how and why key recommendations arise, what they cost to design and implement, and the value of those specific tactics to achieve the greatest return on investment for the campaign. This practice proactively identifies forecasted hours, hard costs, and budget allocations with client buy-in before we ever initiate campaign projects, helping ensure alignment from the beginning and flagging any potential contingencies that could affect budget and promised deliverables as the campaign is developed. • Securing the lowest reasonable bids from media and production partners is a priority through all stages of a campaign, be it for printing campaign assets or facilitating a media buy, so long as those costs allow maximum efficacy of our campaign. For example, we partner with video production teams based in 	

<p>communities we are working to serve. We partner with community-rooted organizations as campaign message carriers who are best positioned to credibly engage community members through their existing communications infrastructure and who demonstrably have the greatest reach to focused audiences.</p> <ul style="list-style-type: none">• Annually reviewing industry best practices around pricing for like-agencies within the global IPREX network and Croft Society, of which DH is a member. We work to ensure pricing for core campaign deliverables meets industry best practices as billable hours translate to specific deliverables. <p>Quality Outcomes</p> <p>DH is a results-driven communications firm. A challenge with social change marketing campaigns seeking to raise awareness and change behaviors among largescale audience groups is that indicators of those results often lag behind a campaign launch or the entire campaign.</p> <p>Wherever possible, we encourage clients to run pre- and post-campaign surveys with audiences to measure shift in awareness, perceptions and stated likelihoods to change behaviors having seen campaign content. We also work with clients to develop mutual reporting metrics on campaigns to show outputs and outcomes—elements like DH reporting web analytics and shifts month over month to indicate campaign performance digitally, complemented with behavior changes clients are measuring in audiences as data becomes available. Sometimes this can be enrollments in public health programs, traffic safety incidents or month-to-month shifts in reported fraud among specific communities.</p> <p>Fair Employment Practices</p> <p>DH cares deeply about fair employment in our firm, including fair hiring of subcontractors and partners. This includes efforts to operationalize Diversity, Equity and Inclusion (DEI) best practices across our team, inclusion of all lived experiences, and equitably providing resources our team needs to do their jobs successfully and thrive happily in them.</p> <p>As a leading social impact agency, DH is actively committed to upholding and advancing DEI values. DH is a majority woman-owned business, and 73 percent of our total staff self-identify as women. DH proudly employs team members from diverse lived experiences and intersectional identities, including Black, Latinx, Indian, Filipino, Taiwanese, Indigenous, LGBTQ+ and team members with disabilities. DH offers additional compensation to staff with multilingual capabilities. As part of DH’s internal DEI Strategic Action Plan and Policy, we developed and implemented a priority area specifically focused on ensuring a “diverse and representative workforce and</p>	
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	<p>agency culture.” Tactically, we have developed a recruitment and hiring plan for staff that looks beyond traditional networks to prioritize and reach diverse talent, with an intentional emphasis on centering the lived experiences of BIPOC and bi/multilingual candidates. At a national level, DH has also formally committed to reporting data on our hiring practices and promotions annually through the Diversity Action Alliance for greater transparency and accountability.</p> <p>Our subcontractor selection process is informed by our DEI strategic action plan and policy. We prioritize working with businesses owned and operated by historically marginalized and underrepresented groups. When working with social influencers, DH has a test process to identify, engage, contract with, and report on outside influencers to support the campaign. We conduct a review with feedback from community-based partners and social media scanning software to identify local influencers with notable followings and engaged platforms with priority audiences. With influencers identified, we engage them to ask for a proposal on how they may support a campaign message in a paid capacity, working with them to customize messaging with their creative input so it feels authentic to their personal brand while also staying true to core messaging and facts from the central campaign. DH may provide technical assistance in producing content depending on the subcontract engaged with the influencer, including producing talking points, infographics, video or other creative content.</p>	
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6.	BIDDER’S SOLUTION AND PROPOSED APPROACH (TECHNICAL RESPONSE)	MAXIMUM TOTAL POINTS
A	<p>Please describe your organizations plan to develop and implement a community-focused, culturally and linguistically appropriate outreach, education and media campaign related to safeguarding public assistance benefits and how to avoid the trafficking or skimming of benefits. Please ensure your plan describes how your organization will:</p> <ul style="list-style-type: none"> • Engage with different communities to ensure that the campaign is focused on their needs. • Coordinate campaign activities in specific geographic areas, targeting diverse communities. • Detailed description of campaign objectives and activities that are accessible to racially, ethnically, linguistically and geographically diverse impacted communities. • Outline specific ethnic and social media tools used to reach each identified community. 	100

ANSWER:

DH is ready to support the DSHS Office of Refugee and Immigrant Assistance (ORIA) team to help safeguard public assistance benefits and educate customers on how to avoid trafficking or skimming of benefits. To effectively conduct the EBT Fraud Prevention Outreach, Education, and Media Campaign, **we will develop and implement a comprehensive, integrated plan** that is community-focused and culturally and linguistically appropriate by centering unique lived experiences; seeking to understand historical/socio-cultural context; and addressing specific needs, barriers and opportunities of each priority community and audience identified in the proposal, particularly:

- Specific immigrant, refugee, migrant and senior populations.
- Highly impacted geographic areas including, but not limited to, Burien, Federal Way, Kent, Lynnwood, White Center, West Seattle, Seattle’s Chinatown International District and the Central District, Yakima, and other identified locations.
- Key language groups including, but not limited to, Spanish, Vietnamese, Russian, Ukrainian, Somali, Chinese, Korean, Amharic, Arabic, Punjabi, Pashto and Dari.

This plan will include specific goals, objectives, activities/tactics, deliverables, timelines and associated outcomes for each distinct community/cultural group as identified in collaboration with ORIA and other high-level stakeholders.

Engage with different communities to ensure that the campaign is focused on their needs.

DH has demonstrable and firsthand experience in engaging with different communities to ensure a campaign is focused on their needs, with **expertise in culturally and linguistically appropriate communications, education and outreach**. Over the last several years, DH has built an extensive statewide network of community partners that represent and belong to diverse cultures, languages, identities and communities in every region of Washington. We have invested in the infrastructure, capacity and relationships needed to engage effectively and work directly with community-based organizations (CBOs) on various health and other topics. Our deep experience working closely with community partners and trusted messengers on social marketing and media campaigns has reinforced our commitment to always lead with community assets in context-sensitive ways.

<p>Often, dominant communication and media systems perpetuate negative stereotypes, stigma and biased messaging, reinforcing long-held views about communities of color, immigrants and refugees, low-income individuals and families and the LGBTQ+ community to name just a few. These same systems may also misrepresent or mischaracterize the inherent cultural diversity within communities as one-dimensional and monolithic.</p> <p>To counter these dominant narratives and misperceptions, we use a community-led, intersectional and equity-centered approach, like in our ongoing COVID-19 community-driven outreach program with the Washington State Department of Health (DOH) that began in 2020. DH helped DOH build this strategy, planning a transcreation process and statewide network to reach our client’s diverse audiences to promote healthy behaviors and address vaccine hesitancy, particularly among communities who were disproportionately affected due to systemic racism and other forms of oppression. We identified a statewide network of over 200 community-based organizations (CBOs) including ethnic/community media outlets and coordinated with them to directly channel DOH funding. CBOs and media outlets used this funding to implement audience-centered social marketing plans that mobilized trusted community message carriers to produce creative content in their own voices.</p> <p>DH worked one-on-one with these organizations to develop communications plans that met their audiences’ needs and leveraged available resources. This approach intentionally shifted power back to the community, where they, as CBOs and trusted messengers, led on all aspects of the campaign, and we provided technical and strategic support in the background, as needed. This approach directed over \$19 million to diverse community-rooted organizations. Throughout the project, DH worked one-on-one with individual organizations on over 250 communications projects, reaching 52 distinct cultural communities, 92 language groups, and resulting in over 22,000 community-media placements.</p> <p>Similarly, the success of another DOH public education effort that focused on the Former Soviet Union (FSU) community to reduce vaccine hesitancy and move audience members toward vaccine readiness relied on centering community voices during all phases of the campaign. Although vaccination rates were lower across this community during the pandemic, our efforts around outreach, engagement and relationship building with trusted message carriers helped build vaccine confidence and increase vaccination uptake over time. We developed culturally responsive communications, invested in existing community communications</p>	
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<p>infrastructure and transcreation of in-language materials, including in Russian and Ukrainian, that could be used by community leaders within authentic cultural contexts.</p> <p>We will collaborate with ORIA to assess where and how we can leverage or complement your existing partnerships with 80+ organizations across the state. We will incorporate the same values, approach and relationships when developing the plan for the EBT Fraud Prevention Outreach, Education and Media campaign, in close alignment and collaboration with ORIA.</p> <p>Coordinate campaign activities in specific geographic areas, targeting diverse communities.</p> <p>To ensure campaign activities are highly effective and tailored to meet the needs of diverse communities, we will coordinate those activities in specific geographic areas and partner directly with CBOs (including identifying a lead CBO if appropriate), trusted messengers and community media outlets that represent and are rooted in those very locations. Taking a “place-based” approach means we will prioritize high-impact areas where EBT fraud is disproportionately affecting customers from refugee, immigrant, migrant and senior communities. This approach is also equity-centered and anti-racist as it contextualizes overall campaign messaging, creative, and media placements in community-informed, culturally attuned and linguistically appropriate and accessible ways.</p> <p>By leaning on the lived experiences, wisdom and guidance of trusted community messengers to help inform outreach and education tactics, we can ensure greater reach, efficacy, and overall adoption of fraud prevention messaging that is more likely to result in increased knowledge, shifting attitudes and sustainable behavior change. Simultaneously, we will also rely on the expertise of our in-house media department to determine hyper-local media placements for maximum community reach and impact. At DH, we believe the best approach to media strategy, planning and buying is an integrated one where we activate paid, earned, owned and community media strategies to work together to reach audiences in compelling ways. We regularly build large-scale multimedia campaigns for a wide range of clients, from state agencies to nonprofits and private companies. To effectively reach and motivate audiences to change behaviors, an integrated media mix helps reach them effectively through multiple sources of trusted and culturally and linguistically relevant media.</p>	
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As an integrated communications agency, we use a combination of traditional media placements to reach broad audiences through mass media, but also look at **highly focused and localized opportunities to connect with audiences in new and culturally responsive ways**. We look to maximize any existing creative and explore new platforms and approaches. Each campaign’s plan looks different. We may pursue a mix of audience-focused channels such as partnerships, billboards, print ads, TV and radio ads, video, social media, community organization sponsorship, community partner toolkits, media relations and more.

Detailed description of campaign objectives and activities that are accessible to racially, ethnically, linguistically, and geographically diverse impacted communities.

Our approach to detailing campaign objectives and activities that are accessible to racially, ethnically, linguistically, and geographically diverse impacted communities is built on mutual trust, respect and collaboration. We take the adage **“nothing about us, without us”** to heart and apply that philosophy when partnering with diverse audiences and the CBOs that serve them.

Therefore, we recommend that the EBT Fraud Prevention, Outreach, Education and Media Campaign’s objectives and activities be **co-created in close collaboration and partnership** with impacted community members, trusted community leaders, and other CBO partners in alignment with guidance from the ORIA team. Co-creation will garner greater trust, ownership and accountability from community partners, while ensuring campaign objectives and activities are truly context-sensitive, audience-informed, culturally and linguistically appropriate, accessible and meaningful.

Our general approach to developing campaign objectives and related activities include the following phases:

1. Deeply understanding each audience’s experience with fraudulent, skimming, and trafficking activity

As part of our discovery research, we will **review all existing research, reports and audience-specific data** to uncover **why and how** customers who receive public assistance, from across priority communities and locations, are being scammed through fraudulent tactics such as targeted phishing, card skimmers or by downloading unapproved mobile apps, to name a few. By deepening our knowledge on this issue, we will gain

<p>subject-matter expertise to complement our experience and expertise in leading culturally responsive public education and outreach campaigns.</p> <p>We will also apply a socio-ecological lens to our audience research by asking broader, more contextual questions:</p> <ul style="list-style-type: none">• What specific barriers are public assistance customers facing during these EBT card transactions or related interactions that make them more susceptible to fraud?• Are there language or literacy barriers that are primarily impacting one group more than others? Is that connected to a particular physical community environment/geographical location?• Is there a comprehension gap even when information is available in-language and culturally resonant? If so, why does that gap exist and how can we help close it?• What technological barriers and skills gap might be preventing customers from following existing instructions to safeguard their EBT cards, like changing PIN numbers frequently, monitoring EBT account frequently, or not sharing their PIN number with other family members or loved ones?• Do some community members show greater distrust of government education and outreach because of negative experiences in their country of origin?• Are there other stressors in customers' immediate environment (such as employment, housing, family dynamics, income, etc.) that make this issue a lower priority for them, even though it affects them financially? <p>To answer some of these questions, we will employ community-centered qualitative research methods to understand and unpack community insights; underlying perceptions and attitudes; presence of historical trauma, stigma or shame; unique cultural contexts; and language/literacy, geographical, and other access barriers (and opportunities) connected to fraudulent activity. These culturally responsive methods often include, but are not limited to, key informant/insight interviews, cultural focus groups, surveys, listening sessions, and community conversations. They are carried out in the audience's preferred/primary language (including through interpreters, as needed) and made accessible for individuals with disabilities.</p> <p>After developing a deeper understanding of scamming tactics and overall fraud landscape, DH will surface key insights to help inform the campaign's strategy, messaging platform and overall creative approach. DH will</p>	
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present these findings as a report and a presentation of actionable recommendations and options to the ORIA team.

2. *Creating and tailoring culturally responsive materials for specific audiences*

After completing our discovery research, we will formalize key recommendations and insights into a comprehensive plan that serves as a guide for the project. This campaign plan will outline a budget, key deliverables tied to messaging and creative and detailed media buy plan, including through community/ethnic media and CBO partnerships. We will also deliver a campaign timeline and talk through important review periods for your team.

In this phase, we will also begin **media planning**. From the initial strategy session to the final report, DH’s media program is data-driven and audience-informed. We use audience demographic and contextual data to develop the most effective media plan for both statewide and hyper-focused, community-centered campaigns. This data remains at the heart of our campaigns, as we continue to assess and optimize placements to achieve the best results.

By using insights and feedback from priority audiences, our team will also develop community-focused and audience-informed creative concepts to leverage across media placements. In campaigns with priority populations that are disproportionately affected or face greater systemic barriers, we have collaborated with subject-matter experts in and from those communities in creative brainstorming sessions with the DH team. This approach of directly engaging with audience members is a best practice for our team and ensures our creative concepts are culturally responsive, context sensitive and authentic. When concepts begin to take shape, we present options to our client and provide a rubric of criteria to help measure a creative approach against your team’s strategic goals. After the concept is approved, we bring it to life—by writing, designing, filming, producing and building.

Then, as part of our formative research, we will often share early concepts with a review group of cultural subject-matter experts and/or audience-specific focus groups, asking them for feedback about the clarity of our message and the campaign’s likelihood to increase awareness and change behaviors. Taking feedback on

<p>board, we will refine the creative concept and materials. We have implemented this culturally responsive approach in HCA's <i>Tribal Opioid Solutions</i> campaign and <i>Starts with One's</i> Spanish-language materials.</p> <p>As we move into production and review, our creative team will write, design, edit, record and produce. We will share our near-final pieces with the client team and a cultural review group as necessary for additional review and feedback before finalization.</p> <p>3. Disseminating materials to communities/audiences through culturally and linguistically appropriate channels</p> <p>To ensure all campaign messaging and creative materials/assets reach intended audiences in the most culturally and linguistically appropriate way as possible, DH will deploy a wide range of campaign launch tactics to ensure audience reach, cultural efficacy and impact.</p> <p>DH has experience in developing broadcast partnerships with leading Washington state TV stations that maximize our ability to reach a specific audience in both advertising and news programming. We have developed partnerships that include interviews embedded in news programs; expert panels with news anchors; placements across a TV station's Facebook page, website, and other digital assets; extensive added-value PSA (public service announcements) matches guaranteed during day/evening time slots; and even a 30-minute documentary. This approach can maximize and stretch budget when a station outperforms with a certain key demographic.</p> <p>In addition to traditional mass media, there is an opportunity to prioritize paid advertising across digital and social platforms. These platforms allow for hyper-focused advertising by geography/region, age group or consumer interests. Paid placements on social media reach statewide audiences at scale and are critical to augmenting an organic social media and partner engagement strategy. DH has extensive experience placing ads in both newsfeeds and story features on social media platforms such as Facebook and Instagram that have generated significant views and clicks, including short vertical videos that could be interesting add-ons to the video assets. Our initial research shows that public assistance recipients are high social media users and would benefit from a focused social media strategy.</p>	
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As shared earlier, DH has developed one of **Washington state’s largest paid community/ethnic media and CBO partnership networks** through our COVID-19 response work with DOH. We have developed direct, paid relationships with **over 200 community and ethnic media outlets and organizations** across our state. These partnerships are powerful. Community media outlets agree to a set of activities for a defined budget and conduct community-focused advertising, outreach and education with their constituents. The funding helps them grow their own organizational capacity, and they serve as trusted messengers with their audiences in culturally responsive ways. This “trusted messenger framework” is built on long, deep relationships with partners and leaders rooted in community. Who delivers the message and how they deliver it is as important as the message itself. Additionally, these partnerships offer the campaign a community-specific review group who can provide feedback on messaging and assets for the life of the campaign. We will leverage these partnerships for each of the distinct priority communities, language groups and geographic locations identified in the campaign’s scope.

DH also has **public relations** experience and relationships with media outlets all around the state. Our team has secured coverage on issues including the opioid crisis, clinical trials for the COVID-19 vaccines, policy issues, ballot measures, the launch of the Small Business Flex Fund, and dozens of other public health-related topics. Our team also has deep experience in issues and crisis management. DH will **create a proactive media strategy** for the campaign using the following principles:

- *Prioritizing media outlets based on priority audience preferences:* DH will use media consumption tools like PrimeLingo to prioritize outlets our key audiences are most likely to consume and focus pitching efforts on those mediums.
- *Pitch strategy around key milestones:* DH will develop an earned media pitch calendar that identifies the most newsworthy angles, associated subject-matter experts as well as relevant human-interest stories.
- *Media monitoring and reporting:* DH uses Cision, a media software platform, to track media coverage and provide reporting tools that we can customize for the ORIA team and other key client stakeholders. Weekly updates can be included in the overall campaign updates.

DH has extensive experience in developing industry-sponsored **partner programs** that engage allies in storytelling, promotion and program support. Our team can provide media training, message training and individualized coaching to help prepare the ORIA team and other high-level stakeholders for media interviews and presentations related to EBT fraud prevention and education. We can also include ideas about community

<p>partner toolkits and other types of partner activation strategies to help leverage audience-specific and culturally responsive allies across the state.</p> <p>DH can also outline an “owned media” strategy that would examine all potential ORIA and partner media channels and make recommendations about the strategic use of those channels to promote the campaign. Given your priority audiences, our analysis and recommendations would consider the following principles:</p> <ul style="list-style-type: none">• <i>Priority audiences’ use of social platforms:</i> We will look at the social media consumption habits of each priority audience/cultural group and where they spend time online.• <i>Analysis of existing social media accounts:</i> ORIA and other key partners/stakeholders likely have existing social media accounts. We will look at existing followers, understand strategies being used, and determine how to best leverage these existing assets.• <i>Paid vs. organic strategies:</i> We will also recommend how to effectively combine organic content to support the campaign when paid media is active and inactive. We will focus on the best way to leverage the assets across social channels to maximize viewership.• <i>Email marketing strategy:</i> We will develop a partner email marketing strategy with a mix of messages and calls-to-action about the program as part of an eNews strategy working in concert with other owned and partner media channels like social media. <p>DH can lead a virtual campaign launch with key ORIA partners and stakeholders to introduce campaign materials and show how partners can support and promote the campaign. Our team can also provide tools and recommendations for stakeholders to support the campaign through their “owned media” channels. We will create and distribute a pre-campaign survey to gauge audiences’ awareness of EBT card fraud, skimming and trafficking, as well as current behaviors to measure against after launch. We build A/B testing into our media buy to optimize which creative is performing better on digital platforms. We will do an internal launch, reconvening campaign stakeholders and other organizational team members to provide an early look at the campaign and provide them with implementation support. We will also provide campaign education and toolkit materials to community partners and lead communications training to help build confidence in the campaign messaging. Once we notify stakeholders and partners in collaboration with ORIA, it is time for external launch.</p>	
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<p>To meet different communities’ specific needs and preferences in culturally responsive and linguistically appropriate ways, our launch phase often includes “technical assistance,” providing localized production support for community partners implementing the campaign. This can be as straightforward as helping coalitions add their logo to a poster or as involved as working one-on-one with a tribe to place local media.</p> <p>Here is an example from another state agency-funded campaign where the objectives and related activities were specifically designed, in partnership with the community, to be culturally responsive and accessible to their unique needs:</p> <p>As part of the ongoing efforts to prevent opioid misuse, the Washington State Health Care Authority (HCA) wanted to better promote important resources to Spanish-speaking Hispanic/Latino(a) residents in Washington state. To develop culturally responsive materials, DH worked with Latino(a) community prevention professionals from regional coalitions throughout the state to form a campaign advisory board. With the advisory board, we co-wrote and reviewed scripts for cultural relevance and accuracy. We learned significant differences between English messaging and Spanish messaging (the Spanish translation of “opioid,” for example, means nothing to many Spanish speakers). Advisory board members helped record voiceovers in PSAs and guided us on the use of bright, vibrant colors in materials. They also helped create relatable, culturally informed materials and messaging that would resonate with Spanish-speaking audiences. We then held in-language focus groups with Spanish-speaking audiences from across the state to get feedback on early concepts, which helped us home in on subtle cultural nuances and further clarify information and resources. Since working with the advisory group to develop culturally relevant and responsive materials, users of the Spanish-language version of the Starts with One website rose by 160% in just two years. This approach is now being leveraged by the campaign to develop specialized creative for LGBTQ+ and Black/African American audiences to address culturally specific information needs and barriers to prevention resources.</p> <p>Outline specific ethnic and social media tools used to reach each identified community.</p> <p>DH has been placing media buys with small, community-based outlets during the life of our firm to reach specific cultural and linguistic groups. For example, HCA’s <i>Tribal Opioid Solutions</i> campaign has relied heavily on the placement of ads in tribally owned publications due to their ability to effectively reach Native audiences.</p>	
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Through our work with DOH to promote COVID-19 vaccinations equitably across the state, we placed custom advertising in community-owned media outlets and directed media buy dollars to feature culturally responsive stories and community engagement activities. We worked with Black-owned newspapers like The Seattle Medium to create and place customized ads for their readers, as well as host community conversations with Black subject-matter experts. We also worked with Jungle News, a prominent Japanese newspaper, and dozens of other community-based media outlets and publications to facilitate in-language subject-matter-expert interviews about vaccines.

Below is a list of local and regional community and ethnic media outlets with whom we have built strong relationships and where we have placed culturally and linguistically responsive media **within the past two years**:

Community-based media outlets (A-Z) across Washington State		
Alefba Group	Alzagil Media	Chinese Radio Seattle
Chris Bennett Broadcasting	Crossings TV	Daybreak Star Radio
The Facts	Forks Forum	Gambian Talent Promotion
Gay City	Heartspark Press	Hawaii Radio Connection
Jamestown Newsletter	Joy Seattle	Kanon Magazine
KDNA	Jungle News	KUNS
KXPA	KNTS/Inspiration Media	La Pera
KVRU	La Nueva	Người Việt Ngày Nay
La Voz	NA Post, Soy Source	Orquesta Northwest
Northwest Asian Weekly	Nugguam Newspaper	Port Gamble Tribal
Oye Producciones	Peninsula Daily	Rainier Avenue Radio
Radio Continent	Radio El Rey	Russian Spokane
Rawhide Press	Runta News	Seattle Chinese Radio
Salaxley TV	Seattle Chinese Post	Seattle Chinese Times
Seattle Gay News	The Seattle Medium	Sequim Gazette
Salon Ethiopia	The Skanner	Slavic Family Media / Afisha Media

Shoalwater Happening Newspaper	Smoke Signals	Sounder Newspaper
S Media/It's Not Evening Yet	Telemundo (local affiliates)	The Word Seattle
Tasveer	Tu Decides	Titre Avval/Persian Media
Tribal Tribune	Univision (local affiliates)	VT Radio Universal
Z Twins Radio		

To effectively reach each of the identified communities using specific ethnic and social media tools, DH will leverage our 200+ strong community-based organization (CBO) and community/ethnic media outlet network, in coordination with the 80+ CBOs that ORIA actively partners with. Our community partners are closest to the diverse multicultural audiences this campaign hopes to reach, and **we have relationships with partners that belong to and serve each of the priority language groups** including, but not limited to, Spanish, Vietnamese, Russian, Somali, Chinese, Korean, Ukrainian, Amharic, Arabic, Punjabi, Pashto and Dari. We also have deep relationships and experience working with CBOs that serve refugee, immigrant, migrant and senior populations across the state, including in the highly impacted geographic areas prioritized for this campaign.

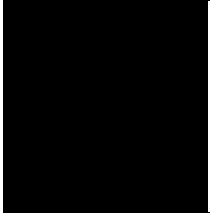
Each cultural and linguistic group has unique social media consumption patterns and channel preferences, and we will collaborate with community partners to assess which social media networks (such as Facebook, Instagram, WhatsApp, TikTok, Snap Chat, etc.), e-blogs or other user-generated content are **most culturally appropriate, relevant and accessible** for information dissemination and awareness building related to EBT fraud prevention. Similarly, CBO partners, including community/ethnic media outlets, may recommend using more **traditional media channels** such as print, radio, TV, billboards and other outdoor placements. Based on campaign budget and community preference, other tactics might include: **earned and owned media** like PSAs, letters to the editor, op-eds, press releases, blogs and press conferences; **peer-to-peer popular opinion leaders** like youth or parent ambassadors, local/cultural champions, celebrity spokespersons and faith/spiritual leaders; and **promotional media** such as point-of-purchase prompts, videos, websites, newsletters, posters, kiosks, brochures and educational incentive items. Each of these tactics will be conducted in the primary language of the intended audience and will be fully accessible for individuals with disabilities.

Based on our initial research of priority audiences (refugee, immigrant, migrant and senior populations), high-impact geographic areas (Burien, Federal Way, Kent, Lynnwood, White Center, West Seattle, Seattle’s Chinatown-International District and the Central District, and Yakima), and priority language groups (Spanish, Vietnamese, Russian, Somali, Chinese, Korean, Ukrainian, Amharic, Arabic, Punjabi, Pashto and Dari), we are highlighting the following **specific ethnic and social media tools AS AN EXAMPLE** to reach each audience (on the next page):

1. EXAMPLE SCENARIO: For priority audiences in Burien, Federal Way, Kent, Lynnwood, White Center, West Seattle, Seattle’s Chinatown-International District and the Central District:

Priority Language Group	Facebook Users	Streaming Video	Community and Ethnic Media Outlets		
			Radio	TV	Print
Spanish	85,600	Yes	KDDS/KZTM Entre Hermanos Radio El Rey KKMO 1360 AM Radio Luz, La Patrona KNTS La Super Deportiva KXPA	MIRO/KUNS-TV Univision VT Radio Universal Latino Northwest Communications	El Siete Dias Entre Hermanos
Vietnamese	16,700	Yes	U.S. Chinese Radio— KXPA	Crossings TV	Người Việt Ngày Nay
Russian	4,700	Yes	It’s Not Evening Yet— KKNW Continent Media/Radio Continent—KXPA		Kanon Magazine
Somali					Salaxley TV

Chinese	3,400	Yes	U.S. Chinese Radio— KXPA Chinese Radio Seattle—KKNW 1150 AM	Crossings TV	Runta News Seattle Chinese Times Seattle Chinese Post	
	Korean	1,700	Yes		Crossings TV	
	Ukrainian	2,800	Yes	It’s Not Evening Yet— KKNW Continent Media/Radio Continent—KXPA		Kanon Magazine
	Amharic			Salon Ethiopia		
	Arabic	4,700	Yes			Runta News
	Punjabi	1,800		Tasveer		
	Pashto	<1,000				
	Dari					
2. EXAMPLE SCENARIO: For priority audiences in Yakima:						
Priority Language Group	Facebook Users	Streaming Video	Community and Ethnic Media Outlets			
			Radio	TV	Print	
Spanish	51,400		KZTA/KYXE/KMNA KDNA FM 91.9 La Pera Radio TV	KUWN/NFFX Univision TV KUNS La Pera Radio TV	La Voz Newspaper	

					Latinos Northwest Communications Telemundo Yakima		
B	Please describe your organization's proposed language access plan to ensure that all campaign materials and activities are conducted in the primary languages for each targeted community. At a minimum, all materials must be available in Spanish, Vietnamese, Russian, Somali, Chinese, Korean, Ukrainian, Amharic, Arabic, Punjabi, Pashto, and Dari.						100
<p>ANSWER:</p> <p>DH’s language access plan will ensure that all campaign materials and activities are conducted in the primary languages for each priority community. At a minimum, we will make all materials available in Spanish, Vietnamese, Russian, Somali, Chinese, Korean, Ukrainian, Amharic, Arabic, Punjabi, Pashto and Dari. Depending on the size and scope of a public awareness and education campaign, we may work with a combination of bilingual DH staff members, cultural advisory and review groups, community media outlets, community-based organizations, cultural experts and local certified translators to develop culturally and linguistically attuned in-language materials for specific audiences. For many tasks, transcreation and co-collaboration with members of a specific language group or community are ideal, like developing a creative concept. For other tasks, working with a certified translation vendor (such as NWI Global or LinguaLinx) is appropriate, like for a final review of assets or scripts. Our team often works with community-based media outlets to support translation, voiceover recordings and closed captioning in other languages to ensure information reaches our audiences in linguistically appropriate and accessible ways.</p> <p>At DH, we center communities’ needs and preference to develop materials with intention. We will take a collaborative approach to ensure language accessibility in the EBT fraud prevention campaign’s communications across all 12 required languages and beyond. To effectively reach community members with limited English proficiency (LEP) or who communicate in languages other than English, and to enhance overall campaign accessibility, DH will partner with a mix of community-based organizations (CBOs), cultural</p>							

<p>consultants, and professional language service providers to conduct a needs assessment and develop a comprehensive plan to ensure program communications are linguistically appropriate, accessible and able to meet the language needs of intended audiences.</p> <p>In campaign efforts with a focus on language access, DH has translated materials into several languages with language services providers and worked to transcreate these with members of the community and/or CBO partners to ensure the messages were linguistically accurate and resonant. In many programs and campaigns, DH has provided communications in all the primary languages identified in this proposal as well as communications in over 20 additional languages. We also included key communications accessibility features such as image descriptions, alt text and captions to support individuals who use screen readers or other assistive technology. This level of access is possible by leveraging language service providers and CBOs that can often take existing communications and transcreate them into culturally relevant messages and assets to meaningfully reach audiences.</p> <p>CBOs can offer many ways of partnering in this effort. Some partners may prefer to access a toolkit or suite of materials and opt to use them as-is, while others may borrow messaging or create their own unique messages and activations. As an example, DH collaborated with CIELO, a nonprofit CBO, to reach Hispanic/Latino(a) migrant populations in the South Puget Sound area with information about COVID-19 vaccines through partnerships with local businesses and restaurants. This community and family-driven approach led to the development of a restaurant placemat that tied into the look and feel of the statewide DOH campaign, encouraged vaccinations, and built vaccine confidence through the Q&A on the placemat provided in English, Spanish, and Q’anjob’al. This approach led to the creation of additional materials and messages to continue the conversation around COVID-19 vaccinations, such as digital flyers and social graphics for use on popular communications platforms within the community—including WhatsApp, Facebook and CEILO’s website—for all partners in this project to share with their community members.</p>	
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Lo que los padres de menores de edad deben saber sobre las VACUNAS CONTRA EL COVID-19

¿Por qué los niños deben vacunarse?

Desde marzo de 2020, aproximadamente 1.5 millones de niños en los Estados Unidos han contraído COVID-19. Los niños componen más del 20 por ciento de los casos nuevos de COVID-19. Recibir la vacuna ayudará a los niños (entre 5-17 años de edad) a **mantenerse seguros en la escuela** y a pasar nuevamente tiempo con sus amigos y familiares. Será mucho menos probable que enfermen de gravedad, necesiten hospitalización o mueran por COVID-19.



¡La vacuna contra el COVID-19 es GRATUITA!

¿Qué deben llevar los menores de edad a su cita de vacunación?

En la mayoría de casos, los padres y tutores deberán brindar consentimiento para la vacunación de alguien menor de 18 años de edad. Pregunte en el local de vacunación qué necesitan para su consentimiento.

Ellos pueden pedirle lo siguiente, pero los niños NO tienen que entregarles:

- Identificación
- Tarjeta del seguro (aseguranza)
- Número de Seguro Social



¿Qué vacuna deben recibir los menores?

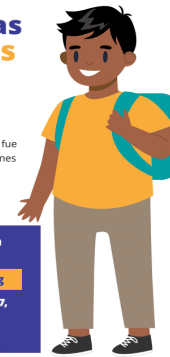
Los menores (**entre 5 y 17 años de edad**) son elegibles para recibir la vacuna contra el COVID-19 aprobada por la Administración de Alimentos y Medicamentos (FDA, por sus siglas en inglés) **Pfizer-BioNTech**. No todos los proveedores y los locales de vacunación la ofrecen, por lo que puede tener que verificar algunos lugares. Ensayos clínicos han demostrado que esta vacuna funciona muy bien para prevenir el COVID-19 en los jóvenes.

Los proveedores **NO** preguntarán sobre la condición migratoria de persona alguna.

Los niños **NO** tienen que ser ciudadanos estadounidenses para recibir la vacuna.

¿Las vacunas son seguras para niños?

¡Sí! La vacuna de Pfizer se ha probado en miles de jóvenes y ha demostrado ser segura. También fue muy efectiva, ninguno de los jóvenes voluntarios que recibió la vacuna contra COVID-19.



Programe la vacuna de su hijo.

CovidVaccineWA.org

O llame al 1-833-829-4357, luego presione #. Se brinda asistencia con el idioma.





In another even more tailored activation, Tesfa Program, a CBO that serves the **Ethiopian community and migrants and refugees in King County**, saw the opportunity to engage community members around COVID-19 prevention and safety measures as they gathered for the Ethiopian New Year celebrations in September. Knowing that community members may be resistant to formal and government-sponsored messages, Tesfa Program brainstormed a creative way to reach community members, and with DH’s technical assistance, created a custom sticker design, printed thousands of stickers, and worked with local restaurants to place them on packages of traditional injera bread, which are commonly consumed during the festivities. The stickers included messages in English and Amharic to encourage vaccination before celebrating together along with a symbolic flower, the adey abeba flower, which is indigenous to Ethiopia, blooms around the Ethiopian New Year and represents new beginnings.

As referenced above, ensuring **accessible communications** would be an essential element of DH’s language access plan for the EBT Fraud Prevention Campaign, as two in five seniors and over 1.2 million people in Washington state have a disability (Source: CDC). An example of a partnership to **increase accessibility** is DH’s work with the University of Washington’s Center for Continuing Education in Rehabilitation (CCER) and ADII (Accessible Design and Innovative Inclusion) offices to develop and promote an **Accessibility Toolkit and webinar to 200+ CBO partners**. These activities encouraged more accessible events and communications across the DOH COVID-19 Community Media Outreach program and network. Many of our multicultural CBO partners are aware of or interested in accessible communications and continue to access the toolkit beyond the program’s conclusion.

Focused on ensuring accessibility within the community, one such partner, Korean Community Service Center (KCSC), supporting **Korean American community members in King, Pierce, Snohomish and Whatcom counties**, felt it would be especially important to reach seniors one-on-one with support during the pandemic as many

	<p>were not leaving their homes, faced isolation and had limited access to services as a result. For many, this is still a reality beyond the pandemic, and one-on-one outreach to seniors and/or outreach to adult children of senior citizens with key messages in one or more languages is critical to supporting these community members. In addition to meeting seniors where they are, KCSC hosted a table outside of Asian grocery stores weekly to reach community members with the latest COVID-19 information in Korean. They leveraged campaign messaging and toolkit materials and translated them into Korean to encourage vaccination, registered people on the spot for upcoming vaccination events, shared safety guidelines and offered other support services. They promoted and hosted several community vaccination events in partnership with DOH and conducted one-on-one outreach to seniors and adult children of seniors to ensure they were getting key safety information and details about vaccination clinics in-language, and access to other wraparound services such as meal services and Personal Protective Equipment (PPE) kits.</p>	
C	<p>Please describe how your organization will ensure that the campaign meets the needs of each community and provide culturally and linguistically appropriate education and assistance. Tells us about your organization’s plan to create a community-focused campaign through community engagement strategies and activities. In your answer please ensure you describe:</p> <ul style="list-style-type: none"> • Your proposed community engagement strategies and specific activities planned. • Proposed communities that will participate in engagement activities. • Your organizations expectations on the outcome(s) of the community engagement strategies. • How you will recruit impacted communities to provide critical feedback on the campaign. 	100
	<p>ANSWER: DH centers community wisdom and voices when collaborating with and activating diverse, multicultural organizations that serve audiences experiencing health inequities and other related barriers. We approach partner engagement and campaign planning with the following principles in mind:</p> <ul style="list-style-type: none"> • Center community expertise in decision-making from the beginning. Community-driven communications means communities need to be in the driver’s seat from the onset. Our approach leads with community expertise through insight interviews, collaborative creative sessions, cultural review groups and engaging trusted partner networks early. • Remove barriers for community partners to do what they do best. While our programs work to center communities, the burden should not be on communities to resolve systemic issues and other access barriers. DH works to actively decrease the burden on community partners, administrative or 	

<p>otherwise, to implement communications and access resources.</p> <ul style="list-style-type: none">• Use feedback to continually adapt and improve. Our programs create multiple opportunities for feedback and knowledge sharing. Feedback is not a box to check but a crucial part of program implementation and iteration, to make sure strategies continue to meet community needs and preferences. <p>Your proposed community engagement strategies and specific activities planned.</p> <p>As shared in section 6A above, given the duration and scope of the campaign, our overarching community-focused campaign plan and timeline will follow the suggested arc below, pending refinement and approval from the ORIA team:</p> <p>1. Deeply understanding each audience’s experience with fraudulent, skimming and trafficking activity:</p> <p>Discovery + Audience Research (November—Early December 2023):</p> <p>The following activities will take place early in the formation of the project plan and approach. The goal of discovery and audience research is to uncover trends, themes, opportunities, partners and community infrastructure that can provide influence or insight into executing a successful communications campaign.</p> <ul style="list-style-type: none">• Conduct secondary research of subject matter (fraud prevention) using the following methodologies:<ul style="list-style-type: none">○ Landscape research○ Literature review○ Audience media consumption patterns and behaviors○ Consumer data review○ Media landscape review<ul style="list-style-type: none">▪ Data review of all priority audiences’ community media consumption engagement, behaviors and preferences• Seek input from community leaders and community members directly impacted by EBT fraud, scams, phishing and trafficking<ul style="list-style-type: none">○ Assess and understand barriers to and opportunities for fraud prevention through priority community/audiences’ unique cultural context and lived experiences	
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<ul style="list-style-type: none">○ Conduct initial insight interviews<ul style="list-style-type: none">▪ Identify insight interview participants▪ Develop insight interview guide/questionnaire▪ Conduct 5-10 insight interviews with community leaders and workgroup members● Begin to identify potential and willing community media outlet partners, community-based organizations and trusted message carriers by language groups, high-impact geographic areas and priority populations<ul style="list-style-type: none">○ Lean on existing ORIA knowledge and relationships, including 80+ CBO partners and stakeholders● Compile any existing messaging, educational materials and related assets to address fraud prevention● Early-development of media-buy recommendations that are culturally and linguistically appropriate<ul style="list-style-type: none">○ Will be confirmed prior to implementation once we receive sufficient community insight● Discovery findings and implications<ul style="list-style-type: none">○ Memorialize and summarize inputs from the discovery phase and develop key findings to inform final communications strategies, tactics and potential outcomes○ Includes development of an Insight Interview Report <p>2. <i>Creating and tailoring culturally responsive materials for specific audiences:</i></p> <p>Community Outreach + Engagement (Mid December 2023—January 2024):</p> <ul style="list-style-type: none">● Conduct outreach through existing DH network/contacts of 200+ CBOs and community media outlets that serve or work directly with priority audiences; ensure alignment with ORIA’s network of 80+ CBO partners<ul style="list-style-type: none">○ Develop community outreach tracker, complete with listings of community media outlets, cultural ambassadors, SNAP-Ed/EBT professionals, faith leaders, community-based organizations and other media such as social media groups○ Develop community outreach script and “pitch” for participation in EBT fraud prevention and education effort○ Inventory priority community infrastructure that can be activated to support implementation	
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<ul style="list-style-type: none">○ Identify potential partners and message carriers for each priority audience who can actively support communications○ Mine the community for insights and ideas to incorporate into communications program (Will support discovery)○ Establish protocol and expectations for re-engaging partners when strategies and tactics are ready for development or activation● Engage partners in mutually agreed upon campaign activities and tactics such as sharing insights, providing cultural and linguistic review of materials, placing media buys and creative content through social media and other owned channels, etc.● Invite impacted audiences and community members concerned about fraud prevention by using in-language, culturally responsive and accessible methodologies, including but not limited to:<ul style="list-style-type: none">○ Focus groups○ Key informant/insight interviews○ Pre-campaign surveys○ Site and store visits○ Listening and feedback sessions○ Community conversations○ Cultural review groups● Assess community partner willingness and readiness to actively contribute to this campaign through formal agreements● Invite communications ideas and creative concepts that are culturally and linguistically appropriate and accessible for the unique context and needs of each primary audience <p>Messaging and Creative Development (January—Early March 2024):</p> <ul style="list-style-type: none">● Prioritize communities and organizations we will involve and partner with through formal agreements in our outreach and education efforts● Refine/vet communications outreach approach and tactics for each unique community● Develop and refine messaging, creative assets (infographics, social media communications infrastructure and calls-to-action(s)) to maximize efficacy and reach for all priority audiences	
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<p>3. Disseminating materials to communities/audiences through culturally and linguistically appropriate channels:</p> <p>Campaign Implementation (Late March—June 2024):</p> <ul style="list-style-type: none">• Develop communications tools and assets, including for partner organizations and CBOs as needed in close collaboration• Create campaign launch tactics, including hyper-local media placements and community-specific interventions to maximize reach and efficacy• Provide regular campaign progress updates, including from CBO and community media partners, through reporting <p>Campaign Monitoring and Support (Ongoing):</p> <ul style="list-style-type: none">• Track overall campaign progress and provide technical assistance to CBO/community media partners as needed• Provide ongoing support and technical assistance to high-level ORIA stakeholders as needed <p>DH has learned through years of community outreach programs that it is critical to meet partners and audiences where they are. The DH team has established and refined these guiding principles over time:</p> <ul style="list-style-type: none">• Approach partners with an open mind, accessible communications and a focus on relationship building• Communicate trust in partners’ expertise and experience and empower message carriers from within their own communities and networks• Invest in tactics with sustainability, capacity-building and flexibility in mind• Keep lines of communication open, seek feedback and be responsive <p>To expand on our proposed community engagement strategies and specific activities briefly summarized above, we will employ several primary research and community engagement methods listed below. We will work in close collaboration with the ORIA team, CBO partners and other high-level stakeholders to ensure we are always using a culturally and linguistically appropriate, context sensitive and an audience-centered approach. We will:</p>	
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<ul style="list-style-type: none">• Identify and create a list of interested CBO partners and community/ethnic media outlets willing to actively partner with us and ORIA• Hold one-on-one meeting(s), either virtually or in-person, to introduce the campaign’s goals, objectives, activities, deliverables and timelines; answer questions; and discuss scope of work and budget• Determine and begin drafting in-depth scope of work/agreement for both paid media (radio, TV, social media, out-of-home placements, etc.) and culturally responsive community outreach and education through a variety of in-person and virtual events• Discuss and finalize compensation and budget for partners—either through hourly consultation for one-time participation (i.e., key informant interviews, focus groups, listening sessions, etc.) or ongoing partnership (full scope of work for paid media and community outreach or serving as strategic partners for specific campaign activities, such as serving on a cultural review group, promotion, materials dissemination, etc.) <p>As needed and when appropriate, the DH team might directly engage in the following community outreach activities or work in close partnership with CBOs to reach and connect with specific audiences/language groups in high impact geographic areas, including within King, Snohomish and Yakima counties:</p> <ul style="list-style-type: none">• Insight interviews: Interviewing subject-matter experts and stakeholders one-on-one can help ground the campaign on issues unique to a particular priority audience or geographic area and help build relationships with stakeholders from the beginning. This also allows our team to pull qualitative insights into barriers and behaviors that do not always come through in literature and other materials. DH has conducted interviews by phone, by video chat and in person during site visits to local businesses and/or programs.• Pre-campaign surveys: DH has implemented statewide quantitative and qualitative surveys on a wide range of behaviors from opioid misuse to traffic safety norms. We ask key questions to measure knowledge, understanding and perceptions. We also recommend including high-level messaging themes in the survey to get underneath what resonates and what does not before beginning any creative concepting. Our team has conducted surveys online, by phone and in person through community partners and service providers. We always ensure our surveys are accessible and in the primary language of the audience we want to reach.• Focus groups: For statewide social marketing campaigns, we often lead focus groups with segmented	
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<p>audience groups. We typically conduct focus groups before a campaign to understand perspectives on a specific topic, like EBT scams and fraud prevention, or to message test specific campaign approaches before they go to market. We have led focus groups both in person and online through video chat platforms and in audiences’ primary language.</p> <ul style="list-style-type: none">• Participant observation and site visits: Our team may recommend a form of participant observation to understand a certain process or program. Participation can help our team identify barriers and opportunities to tailor communications interventions related to EBT card usage and related behavior patterns. For state agency clients in the past, we have participated in program enrollment and service delivery to better understand the audience’s experience.• Stakeholder listening sessions: Convening a group of stakeholders for early insights and recommendations may be beneficial. A listening session can help bring diverse viewpoints and perspectives to the forefront and secure early buy-in on campaign activities. We work with stakeholders who have the highest interest and influence over the process to solicit input and recommendations on audiences, messaging, barriers and opportunities. DH has led virtual and in-person strategy sessions with key stakeholders on behalf of stage agency clients.• Creative and message testing: Messaging will be based on the campaign goals and on audience research and analysis as described above. Systemic racism and related inequities can directly or indirectly cut off access to resources and timely, linguistically appropriate information that can help customers detect and prevent EBT fraud. Therefore, tailored messaging will be used for each primary audience in culturally and linguistically appropriate ways to avoid using a “one-size-fits-all” approach. We will conduct in-language focus groups and message testing with current and potential customers. Additionally, messaging will go through subject-matter-expert review to confirm that messages are accurate, culturally appropriate and aligned with current best practices. For example, we will often share early concepts with a review group of cultural experts and/or audience focus groups, asking them for feedback about the clarity of our message and the campaign’s likelihood to change behaviors. Based on their input, we will refine the concept and materials.• Facilitation and strategic planning: We use the Team-Oriented Problem Solving (TOPs) methods to guide our work in this area, which not only enhances participation in the creation of guiding principles for the campaign, but also increases buy-in from community partners and initial stakeholders. Our facilitation and planning make space for “voice and choice” at the outset of a project, an expectation built into our work. And we believe driving positive social change requires working deeply and	
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collaboratively with communities and the people within them. Rather than creating campaigns *for* priority populations, we strive to **create campaigns with them**—based on partnership with and guidance from community members and leaders whose lived experiences and personal connections qualify them as experts.

Proposed communities that will participate in engagement activities.

DH has deep and active relationships with CBO partners, including community and organizational leaders, and community/ethnic media outlets serving **ALL** priority populations, language groups and high impact geographic locations identified in the proposal. The table below includes a list of potential CBO partners in King (including Seattle), Snohomish and Yakima counties that directly serve the **12 priority language groups and more** and could be activated to partner on this campaign.

We can approach and activate specific CBO partners and outlets as/when needed depending on campaign strategy, organizational readiness and capacity, and resulting direction of community/audience engagement:

Priority Language(s)	CBO Partners in King and/or Snohomish Counties	CBO Partners in Yakima County	Additional Priority Communities and Intersections
Arabic	Iraqi Arab Health Board (IAHB)		Muslim, Refugee/Immigrant, Arabic-speaking communities
Arabic	Muslim Association of Puget Sound (MAPS) Muslim Community Resource Center (MCRC) Community Health Clinic		
Arabic, Pashto, Dari, Somali	Islamic Center of Washington (Idris Mosque)		Black/African American, Ethiopian, Immigrants and Refugees, Iranian/Persian, Malaysian, Muslim, Pakistani, Refugee/Immigrant, Saudi

			Arabian, Somali, Low Income / Homeless, Youth, Middle Eastern
Arabic, Pashto, Dari, Somali	Lutheran Community Services Northwest - Tacoma/Puget Sound		Eritrean, Ethiopian, Immigrants and Refugees, Iranian/Persian, Muslim, Refugee/Immigrant, Russian, Somali, Ukrainian
Arabic, Punjabi, Hindi, Somali	Muslim Community and Neighborhood Association (MCNA) / Muslim Community Network Association (MCNA)		Black/African American, Bosnian, Disability - Physical, Disability - Intellectual or Learning, Eritrean, Immigrants and Refugees, Muslim, Punjabi/North Indian, Refugee/Immigrant, Saudi Arabian, Somali, Low Income/ Homeless, Youth, Turkish, and Middle Eastern Arab community
Vietnamese	Vietnam Health Clinic		Vietnamese
Vietnamese	Vietnamese Health Board		Vietnamese
Burmese	Communities of Rooted Brilliance / Coalition for Refugees from Burma		
Cambodian, Chinese, Farsi, Hindi, Pashto, Dari, Korean, Arabic, Somali, Russian,	Snohomish Health District Childcare Health Outreach Program		Bhutanese, Black/African American, Cambodian, Chinese (Cantonese), Chinese (Mandarin), Eritrean, Ethiopian, Filipino, Hawaiian/Pacific Islander, Hindu, Hmong, Immigrants and Refugees, Iranian/Persian, Japanese, Korean, Latino(a), Laotian, Malaysian, Marshallese, Muslim, Native Hawaiian, Pacific Islander (NHOPI) or Pasifika,

Ukrainian, Vietnamese			Pakistani, Portuguese, Punjabi/North Indian, Refugee/Immigrant, Rural, Russian, Samoan, Saudi Arabian, Somali, Ukrainian, Vietnamese, Low Income, Homeless	
Cambodian, Chinese, Farsi, Hindi, Pashto, Dari, Korean, Arabic, Somali, Russian, Ukrainian, Vietnamese		Snohomish Health District Child Care Health Outreach Program	Bhutanese, Black/African American, Cambodian, Chinese (Cantonese), Chinese (Mandarin), Eritrean, Ethiopian, Filipino, Hawaiian/Pacific Islander, Hindu, Hmong, Immigrants and Refugees, Iranian/Persian, Japanese, Korean, Latino(a), Laotian, Malaysian, Marshallese, Muslim, Native Hawaiian, Pacific Islander (NHOPI) or Pasifika, Pakistani, Portuguese, Punjabi/North Indian, Refugee/Immigrant, Rural, Russian, Samoan, Saudi Arabian, Somali, Ukrainian, Vietnamese, Low Income, Homeless	
Cambodian, Arabic, Somali, Vietnamese	White Center Community Development Association (WCCDA)		Black/African American, Bosnian, Cambodian, Eritrean, Ethiopian, Filipino, Immigrants and Refugees, LGBTQ+, Marshallese, Muslim, Native Hawaiian, Pacific Islander (NHOPI) or Pasifika, Samoan, Saudi Arabian, Somali, Transgender, Vietnamese, Low Income/Homeless, Youth	

	Chinese	Asia Pacific Cultural Center (APCC)		Asia, Cambodian, Chamorro, Chinese (Cantonese), Chinese (Mandarin), Chuukese, Disability - Blind/Low Vision, Disability - Deaf/Hard of Hearing, Disability - Physical, Fijian, Filipino, Hawaiian/Pacific Islander, Hindu, Hmong, Immigrants and Refugees, Japanese, Korean, Laotian, LGBTQ+, Malaysian, Marshallese, Muslim, Native Hawaiian, Pacific Islander (NHOPI) or Pasifika, Pakistani, Punjabi/North Indian, Refugee/Immigrant, Rural, Samoan, Somali, Transgender, Vietnamese, Low Income / Homeless, Youth, AAPI ELDERS	
	Chinese	Kin On Health Care Center		Chinese (Cantonese), Chinese (Mandarin)	
	Chinese, Vietnamese, Somali	Cham Refugees Community		Asian, Pacific Islander, Cambodian, Refugee/Immigrant, Somali, Vietnamese, Low Income / Homeless, Youth, Cham	
	Chinese, Vietnamese, Somali	Filipino Community of Seattle		Cambodian, Chinese (Cantonese), Chinese (Mandarin), Disability - Physical, Disability - Neurological, Disability - Intellectual or Learning, Eritrean, Filipino, Hawaiian/Pacific Islander, Hmong, Immigrants and Refugees, Latino(a), Laotian, LGBTQ+, Refugee/Immigrant, Low Income / Homeless, Youth	
	Hindi	Bothell Hindu Temple			
	Hindi, Punjabi	UTSAV USA		Fijian, Hindu, Immigrants and Refugees, Muslim, Pakistani, Punjabi/North Indian, Refugee/Immigrant	

Hmong	Hmong Association of Washington		Hmong, Agricultural Workers
Khmer	Khmer Community Seattle King County		Khmer
Khmer	Khmer Health Board (Khmer Community Seattle King County is fiscal sponsor)		Khmer
Laotian	Lao Community Service Center		Lao
Mien	JLT Enterprises and Pacific Mien Language Services		Mien, immigrants, Refugees
Nepali	Nepal Seattle Society		Bhutanese, Nepali
Nepali		Nepal Seattle Society	Bhutanese, Nepali
Pashto and Dari	Afghan American Community of Washington (AACW)		Afghan Evacuees
Pashto and Dari	Afghan American Cultural Association (ACA)		Afghan Evacuees
Pashto and Dari	Afghan Health Initiative		Afghan Evacuees
Russian and Ukrainian	Jewish Family Service (JFS)		
Russian and Ukrainian	Nashi Health Board		

	Russian and Ukrainian	Oleg Pynda / Ukrainian Community Center			
	Russian and Ukrainian	Dr. Tetyana Odarich / Jewish Family Services			
	Somali	Bridging Cultural Gaps		Black/African American, Eritrean, Ethiopian, Muslim, Refugee/Immigrant	
	Spanish	Catholic Community Services WW / Director Farmworker Initiative WW		Agricultural Workers	
	Spanish	CIELO Projects/RADIO RANCH			
	Spanish	Clark County Latino Youth Conference			
	Spanish	Community Health Worker Coalition for Migrants and Refugees (CHWCMR)		Asian or Asian American	
	Spanish	El Centro de la Raza		Immigrants and Refugees, Latino(a), Refugee/Immigrant, Low Income / Homeless	
	Spanish	Familias Unidas por la justicia		Agricultural Workers, Families	
	Spanish	Institute for Washington's Future (partnering with Community 2			

		Community Development)		
Spanish		Ireta P'urhepecha - New Hope Lutheran Church		Immigrants and Refugees, Latino(a), P'urhepecha
Spanish		Latino Educational Training Institute (LETI)		Immigrants and Refugees, Refugee/Immigrant, Low Income / Homeless, Youth, Seniors
Spanish		Movimiento Afrolatino Seattle (MAS)		
Spanish		Northwest Justice Project		Low Income, Multicultural
Spanish		Orquesta Northwest		Youth
Spanish		Para Los Ninos		Purépecha & Mixteco (Native Mexican cultures and languages)
Spanish		Pierce County AIDS Foundation (PCAF) - Latinos Unidos del South Sound (LUSS)		
Spanish		Western Wa. National Association of Hispanic Nurses (WW-NAHN)		Cambodian, Disability - Physical, Filipino, Immigrants and Refugees, LGBTQ+, Refugee/Immigrant, Vietnamese, Low Income / Homeless, Youth
Spanish		Indian American Community Services of Washington /		Hindu, Spanish, Punjabi/North Indian, Refugee/Immigrant, Asian Indian

		India Association of Western Washington		
Spanish			La Oficina	
Spanish			Familias Unidas por la justicia	Agricultural Workers, Families
Spanish		The Arc of King County		Black/African American, Latino(a)
Spanish			Yakima Neighborhood Health Services (YNHS)	Immigrants and Refugees, Rural, Low Income, Homeless
Spanish			Yakima Children's Village	Immigrants and Refugees, Bosnian, Latino(a), Rural, Low Income/Homeless, Youth
Spanish		The Ways to Justice		Black/African American, Disability - Mental Health/Psychiatric, Immigrants and Refugees, Latino(a), LGBTQ+, Marshallese, Native Hawaiian, Pacific Islander (NHOPI) or Pasifika, Refugee, Immigrant, Rural, Low Income, Homeless, formerly justice-involved individuals and their families
Spanish		The Ways to Justice		Black/African American, Disability - Mental Health/Psychiatric, Immigrants and Refugees, Latino(a), LGBTQ+, Marshallese, Native Hawaiian, Pacific Islander (NHOPI) or Pasifika, Refugee, Immigrant, Rural, Low Income, Homeless, formerly justice-involved individuals and their families

Spanish, Arabic	Waterversity		Black/African American, Disability - Physical, Disability - Intellectual or Learning, Ethiopian, Latino(a), LGBTQ+, Muslim, Refugee/Immigrant, Low Income, Homeless, Youth
Spanish, Arabic, Ukrainian, Russian	World Relief Seattle		Black/African American, Immigrants and Refugees, Iranian/Persian, Latino(a), Muslim, Refugee/Immigrant, Russian, Ukrainian, Low Income/ Homeless, Afghan; Congolese; West, Central, and East African; people originally from former Soviet Union nations
Spanish, Punjabi, Hindi	Indian American Community Services of Washington / India Association of Western Washington		Hindu, Latino(a), Punjabi/North Indian, Refugee/Immigrant, Asian Indian
Spanish, Somali, Chinese	The Maternal Coalition		Pregnant People, Amharic, Spanish, Somali, Mandarin
Thai	Thai Association of Washington		
Vietnamese	Western WA National Association of Hispanic Nurses (WW-NAHN)		Cambodian, Disability - Physical, Filipino, Immigrants and Refugees, LGBTQ+, Spanish, Refugee/Immigrant, Vietnamese, Low Income / Homeless, Youth
Vietnamese, Korean, Chinese, Somali	Open Doors for Multicultural Families		POC Disabilities; Vietnamese, Somali, Korean, Arabic, Chinese, Kurdish

English	Center for Multicultural Health (CMCH)		Black/African American, Immigrant and Refugees, homeless
English	Neighborhood House		Immigrant/Refugee
English	The Hearing, Speech & Deaf Center		ASL, immigrant, refugee, seniors

Outcome(s) of community engagement strategies.

DH’s **expectations on the outcome(s) of the community engagement strategies** are centered around the overarching DSHS ORIA campaign goal and resulting impact, as stated in the proposal: “...*provides community-focused, culturally and linguistically appropriate education and assistance targeted to meet the needs of each community and related to safeguarding public assistance benefits provided through an electronic benefit card and how to avoid the trafficking or skimming of benefits.*”

As such, we expect the outcomes of our community engagement strategies to:

- **Be culturally and linguistically appropriate:** All campaign messaging, creative assets, collateral materials and media placements will be responsive to the cultural and linguistic needs/preferences of each audience. This means they are either translated into their primary language or transcreated in-language by community partners.
- **Be accessible:** Campaign messaging, creative assets and other materials will be fully accessible to ensure individuals with disabilities or other access barriers can read, hear and comprehend all communications clearly. We will also ensure they are accessible geographically, i.e., contextualized for priority audiences’ physical environment—for example, focused/geo-targeted out-of-home media placements depending on where they live, shop, learn, socialize, work and play.
- **Be reflective of community voices and experiences:** Priority community and audience members will see themselves, their lived experiences and unique cultural contexts throughout the campaign—from informing strategy, co-creating messaging and creative development to supporting production and outreach/implementation. The campaign’s success will depend on how culturally responsive, representative and authentic all messaging and materials look and feel to each unique audience.

- **Result in a positive experience:** CBO partners and community media outlets will have an overall positive experience after working and collaborating with us (and the ORIA team, by extension). DH has built deep relationships with community partners by fostering trust, goodwill and a spirit of true partnership and collaboration where communities are self-empowered to be in the “driver’s seat,” and DH provides them with the requested technical assistance, support and resources as appropriate.
- **Have shared understanding:** All community partners, trusted messengers and other campaign stakeholders will have a shared understanding of the campaign’s strategy, goals, objectives, activities, deliverables and associated budgets and timelines. This shared understanding will also help promote overall community buy-in, commitment to the calls-to-action, and a sense of ownership for maximum reach/efficacy and sustainability beyond the campaign’s life cycle.
- **Result in effective communications:** An intentional audience-informed and community-led approach to campaign strategy, messaging/materials development and localized dissemination should result in effective communications that increase knowledge, shift attitudes and drive behavior change to help detect and prevent EBT fraud among our priority audiences and those who are disproportionately affected.
- **Result in fewer people affected by fraud:** Ultimately, a key longer-term outcome will be a reduction in the number of individuals and families who are affected by EBT card fraud, skimming and trafficking—both directly and indirectly—resulting in valuable tax-payer dollar savings for EBT cardholders and program administrators.

Recruiting impacted communities to provide critical feedback on the campaign.

As shared in a prior section, we will leverage our existing network and relationships with CBO partners, community/ethnic media outlets, trusted advisors and cultural ambassadors to help **provide critical feedback on the campaign** throughout its life cycle. From informing campaign messaging, co-creating/transcreating creative materials to conducting culturally and linguistically appropriate outreach, education and media buys, we will intentionally and respectfully **recruit partners and trusted community messengers from impacted communities by centering their cultural expertise, voices and lived experiences**. Specifically, we will:

- Identify and create a list of interested CBO partners and community/ethnic media outlets willing to actively partner with DH and ORIA

	<ul style="list-style-type: none"> • Hold one-on-one meeting(s), either virtually or in-person, to introduce the campaign’s goals, objectives, activities, deliverables and timelines; answer questions; and discuss scope of work and budget • Determine and begin drafting in-depth scope of work/agreement for both paid media (radio, TV, social media, out-of-home placements, etc.) and culturally responsive community outreach and education through a variety of in-person and virtual events • Discuss and finalize compensation and budget for partners—either through hourly consultation for one-time participation (i.e., key informant interviews, focus groups, listening sessions, etc.) or ongoing partnership (full scope of work for paid media and community outreach or serving as strategic partners for specific campaign activities, such as serving on a cultural review group, promotion, materials dissemination, etc.) 	
D	<p>Please submit three (3) communication material samples of previous work as a single separate PDF. Samples may include but are not limited to:</p> <ul style="list-style-type: none"> • Flyers • Brochures • Videos • Social media posts 	50
	<p>ANSWER: Please see Appendix B featuring three (3) communication material samples of previous work. These include:</p> <ol style="list-style-type: none"> 1. Crossings TV In-Language Interviews with COVID-19 Subject-Matter Experts 2. Former Soviet Union (FSU) COVID-19 Toolkit in Russian and Ukrainian 3. Starts with One Spanish video + toolkit 	

**Attachment F
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 (DH is certified as a women-owned business by OMWBE: W2F0015980)

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:

6. A description of your firm's planned efforts at outreach to the small and diverse business community:

DH anticipates completing this body of work without subcontractors engaged, but we do plan to engage an array of community-based organizations as trusted message carriers throughout priority campaign regions.

For this we will rely on the wide array of relationships that DH has with dozens of audience-specific community partners, along with recommendations that arise during our proposed research phase of work, and DSHS recommendations.

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

Subcontractor	Project	Year	Percentage
Kindnss	Washington Traffic Safety Commission anti-speeding and Washington State Health Care Authority opioid misuse campaign video production	2018 - Present	5% of contract (approximate)
Counting Coup Media	Washington Department of Health tribal suicide prevention campaign video production	2020 - Present	8% of contract (approximate)
Kauffman Associates and	Washington Department of Health COVID-19 vaccination campaign research and community coordination	2021 - 2023	2% of contract (approximate)

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

DH works to ensure we have a range of potential subcontractor relationships whose ownership and staffing is reflective of the communities we serve, and we work to activate them into campaigns as their live-experience reflects that of focused communities we need to reach. For example, if producing video for a tribal suicide prevention campaign with WADOH, we work to partner with a tribally owned video production studio like Counting Coup Media. While budget doesn't always allow us to include every potential community-specific subcontractor, we work to ensure we are including lived-experience representation from a given community wherever possible.

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

In the service of the above stated goal to maintain a wide array of potential community-specific subcontractor partners, DH asks our network of community-based partners across Washington state for recommendations on local artists, producers and vendors they know and trust in their own communities. DH has network of over 230 community-based organizations in our state encompassing communities of different faiths, genders, racial identities and non-neurotypical audiences, so we can engage recommendations from any of them for any specific project in any part of the state. We also regularly meet new partners at industry conferences we attend including WA Public Health Association, Pacific NW Social Marketing Association, PRSA chapter events and more.

10. Please indicate the number of people in your Diversity Inclusion team.

DH maintains a DEI Collaborative that is open for all of our team members to participate in. It is primarily led and coordinated by an Associate Vice President of Equity, a Senior Account Director and rotating Account Executives in any given year. We hold collaboration space to discuss topics of equity in our work, our team and our agency every other week, and hold mandatory series of DEI trainings for the entire agency quarterly.

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 0%
- 11.2 Women 100%
- 11.3 Veteran 0%
- 11.4 Small Business 0%

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

- 12.1 Name: Paj Nandi, Associate Vice President of Equity
- 12.2 Phone: 509.444.2350
- 12.3 E-Mail: pajn@wearedh.com

13. Please identify the list of potential diverse subcontractors

- 13.1 N/A, not proposing subcontractors
- 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: Michelle Hege

Title: Partner

Organization Name: DH (Desautel Hege Communications, Inc.)

Date: September 1, 2023

Place Signed: Spokane, WA