
RESPONSE TO TASK ORDER YH26-0082

Community Engagement & Medicaid Work Requirements Communications



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Dear Evaluation Committee,

Helping AHCCCS members, providers, community organizations, and other stakeholders understand the upcoming changes related to community engagement and Medicaid work requirements is a complex communications challenge. Successfully communicating how members may be affected and what actions they need to take to maintain coverage will require thoughtful audience segmentation, clear and accessible messaging, culturally responsive outreach, and **a team that understands both Arizona communities and the complexity of Medicaid communications**. Our team is up for the challenge.

Davidson Belluso is a full-service marketing firm specializing in public sector marketing. We have 25 years of experience supporting government agencies and community organizations through public awareness, outreach, behavior change, and community engagement campaigns targeting diverse audiences across Arizona. Our team brings experience across the full scope of services needed to plan, manage, and execute this public outreach campaign, and we're confident in our ability to support AHCCCS's team in planning and executing an effective campaign.

As an company that prioritizes collaboration, transparency, and great work over big egos, we also know when smart partnerships can make all the difference. That's why we've partnered with Marketing for Change (M4C), a national research and communications agency with extensive Medicaid experience. M4C is currently conducting a national consumer research project for the Centers for Medicare and Medicaid Services (CMS) to inform how states communicate about the new community participation requirements and supporting a similar Medicaid outreach campaign in central Maryland for Behavioral Health System Baltimore. Together, **we offer AHCCCS a seamless onboarding process, immediate strategic support, and the capacity to launch this initiative on time and on budget**.

We appreciate the opportunity to present our qualifications and look forward to partnering with AHCCCS on Task Order YH26-0082 Community Engagement & Medicaid Work Requirements Communications. Please feel free to reach out to me directly with any questions.

Sincerely,

Thanks,



Rob Davidson | President

Davidson Belluso

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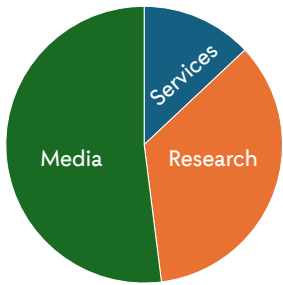
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Pricing Overview

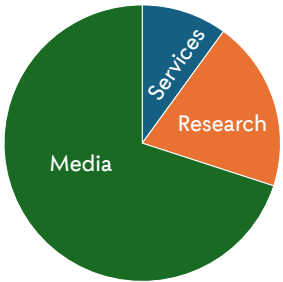
The scope of work outlined in this RFP allows for varying levels of research, stakeholder engagement, and message testing depending on available budget, desired confidence levels, and the depth of insights AHCCCS would like to collect prior to implementation. To provide flexibility, we have developed three budget options that differ primarily in the level of research and participant engagement. All options maintain the core communications, outreach, creative, media, and implementation activities necessary to support a successful H.R. 1 communications initiative, and can be completed within the required timeframe.

We are available to collaborate with AHCCCS to discuss and refine final scope, budget allocation, and fees prior to issuance of a purchase order.



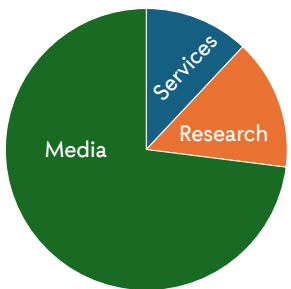
OPTION 1: Enhanced Research

This option includes focus groups, in-depth interviews, a set of online surveys, a webinar, and an online asynchronous bulletin board with beneficiaries. This approach provides the greatest level of insight into beneficiaries, supported by the largest survey sample size.



OPTION 2: Balanced Approach (Recommended)

The second option substitutes focus groups for the bulletin board and reduces the sample size of the beneficiary survey, balancing the value of the necessary insights with the need for messaging in market.



OPTION 3: Leanest Research

This option addresses all objectives of the RFP but reduces sample sizes and eliminates incentives and professional recruits. While it maintains efforts to sample all audiences listed in the RFP, the smaller sample sizes provide less confidence in the results. The lack of incentives and professional recruitment also increases the risk of no-shows in qualitative research and challenges in meeting quotas for quantitative research.

Our Recommendation

Option 2: The Balanced Approach is recommended as it provides the optimal mix of research depth, efficiency, and feasibility while fully meeting all RFP objectives within the required timeframe.

Budget Allocation By Option

OPTION 1: Enhanced Research	Cost
Research: Enhanced	\$150,610
Services: Project management, strategy, creative development, landing page development, accessibility compliance, translation, and direct project expenses	\$126,640
Media-Paid: Planning, buying, and placement of digital, social media, broadcast, and outdoor	\$404,640
Media-Earned: Public relations (media relations, outreach, and earned media support)	\$61,800
Reserve: Project contingency (requires prior approval for spending)	\$4,500
Total	\$748,190

OPTION 2: Balanced Approach (Recommended)	Cost
Research: Balanced	\$106,680
Services: Project management, strategy, creative development, landing page development, accessibility compliance, translation, and direct project expenses	\$126,640
Media-Paid: Planning, buying, and placement of digital, social media, broadcast, and outdoor	\$449,140
Media-Earned: Public relations (media relations, outreach, and earned media support)	\$61,800
Reserve: Project contingency (requires prior approval for spending)	\$4,500
Total	\$748,760

OPTION 3: Leanest Research	Cost
Research: Leanest	\$75,780
Services: Project management, strategy, creative development, landing page development, accessibility compliance, translation, and direct project expenses	\$126,640
Media-Paid: Planning, buying, and placement of digital, social media, broadcast, and outdoor	\$479,640
Media-Earned: Public relations (media relations, outreach, and earned media support)	\$61,800
Reserve: Project contingency (requires prior approval for spending)	\$4,500
Total	\$748,360

Flexible Billing: We provide flexibility with billing options based on your preferences which include:

- **Monthly Billing:** Invoiced at the end of each month for work completed during that period.
- **Quarterly Installments:** Equal payments invoiced at the start of each quarter for the duration of the project. This structure reduces administrative overhead and allows for more efficient accounting processes.
- **Single Deposit:** A one-time, upfront payment with a pre-determined discount. This billing structure provides an opportunity to negotiate vendor discounts (if available) which are passed along to you.

All invoicing follows a net-30 payment term and will include supporting documentation as needed. All prices are in accordance with the existing state contract and include a 12% markup on media.

About Us

Davidson Belluso (DB) is a Phoenix-based, full-service advertising agency, certified as a woman-owned, small and disadvantaged business enterprise. We specialize in public sector outreach that changes hearts, minds, and behaviors, and produces measurable outcomes. Founded in 2001 by Michela Belluso and Rob Davidson, our agency has grown into one of the most respected marketing firms in the Southwest, with long-standing relationships in public health, education, nonprofit, and government sectors, as well as with local and regional media outlets, vendors, and industry partners.

From the beginning, we saw an opportunity to create a different agency model where the red tape typically found in larger shops is replaced by direct access to leadership, top management, and all team members, and where big egos are set aside in favor of innovative thinking and synergistic collaboration. More than two decades later, we still work this way. Our clients view us as a partner rather than a vendor, which creates a team-focused culture that fosters open discussion and communication, accountability, and transparency, and that kind of relationship leads to amazing work.

Fully Capable & Uniquely Qualified

We believe that marketing can have a profound impact on the world we live in, driving meaningful change in our communities. We have built our processes, team, and partnerships around this core value, enabling us to deliver exceptional service to our clients and stay true to the vision we set for ourselves 25 years ago. Our expertise lies in addressing the unique challenges faced by the public sector, from large government agencies to local nonprofit organizations in public health and safety, education, employee recruitment, and economic development. We have created impactful campaigns for small, local initiatives as well as complex, multi-stakeholder statewide programs for more than 42 public sector accounts. Some of these partnerships have spanned over decades, which is a testament to our ability to build strong, beneficial partnerships with clients and to execute campaigns that deliver results.

Experience with Public Health and Public Sector Organizations: With decades of experience supporting public health, community engagement, and public sector initiatives across Arizona, we understand the complexities of government-funded programs, including fixed budgets, strict compliance requirements, hard-to-reach audiences, and evolving stakeholder needs. Our team has led high-impact outreach, education, and behavior change campaigns for a wide range of healthcare organizations, public health agencies, nonprofit organizations, and federal, state, county, and municipal government clients. We prioritize culturally responsive, multilingual, and ADA-accessible communications, with extensive experience reaching underserved, Indigenous, rural, and multicultural audiences. We also specialize in accessibility-focused communications.

Strength Through Partnership

Because of the complexity, and accelerated timeline required to launch AHCCCS's communications campaign by September 1, 2026, DB has partnered with Marketing for Change (M4C) for this response. A national research firm, M4C has more than two decades of experience supporting public health, Medicaid, and Medicare communications initiatives for a variety of states, as well as the Centers for Medicare and Medicaid Services (CMS). M4C is currently working on a national consumer research project for CMS to inform how states communicate about the new community participation requirements, giving them **unique and invaluable insights into the process AHCCCS will follow to reach and engage Arizona's target audiences**. Additionally, M4C is working with Behavioral Health System Baltimore on a Medicaid outreach campaign for central Maryland that is similar to the AHCCCS campaign. M4C's extensive Medicaid experience will help us rapidly collect actionable stakeholder input and ground our approach in the latest research with Medicaid beneficiaries.

M4C's experience engaging Medicaid audiences, navigating evolving federal guidance, conducting consumer research, complements Davidson Belluso's extensive Arizona public sector experience. Together, our teams provide AHCCCS with a unique combination of national Medicaid communications expertise and local market knowledge, allowing us to quickly develop informed strategies, engage key stakeholders, and implement effective outreach efforts across Arizona's diverse communities. This partnership brings together the specialized experience needed to support this complex initiative while providing the responsiveness, collaboration, and scalability required to meet a September 1 launch date.

Services & Capabilities

As a full-service agency, DB provides end-to-end marketing solutions that are customized, scalable, and backed by a cross-functional team of in-house experts, as well as long-standing industry partnerships that we leverage to deliver the best outcomes for our clients. Our agency is structured to support projects of all sizes, from quick-turn deliverables to complex, multi-channel initiatives. We partner with public sector institutions to craft data-driven strategies, compelling creative, and integrated campaigns that educate audiences, increase awareness, drive engagement, build reputation, and change behaviors. We offer a comprehensive suite of communication services that are directly aligned with AHCCCS's Scope of Work for the Community Engagement & Medicaid Work Requirements Communications campaign.

Leadership: With extensive experience supporting public sector, healthcare, and community engagement initiatives, our leadership team understands the complexities of government-funded programs that require strategic coordination, transparency, flexibility, and careful fiscal stewardship. Michela Belluso and Rob Davidson have cultivated an agency culture built on open communication, accountability, responsiveness, and a "one team" mindset, resulting in long-term partnerships and successful statewide campaigns across Arizona and beyond. Our leadership provides AHCCCS with direct access to senior-level expertise, collaborative problem-solving, and a partner committed to helping ensure communications are clear, accessible, and effective for all audiences.

Account & Project Management: Our account team works as an extension of yours to ensure seamless collaboration from kickoff to project delivery. They are experienced in coordinating with multiple stakeholders, managing parallel timelines, and ensuring fiscal stewardship. We have successfully managed projects with complex approval processes, evolving stakeholder input, high visibility, and critical timelines. Our team is also experienced in coordinating phased communications initiatives, managing detailed review and approval workflows, maintaining organized documentation and version control, and adapting quickly as priorities or guidance evolve. For AHCCCS, we will customize project workflows, communication protocols, and reporting structures to align with your goals and internal systems.

Creative Services: Our team provides creative strategy, branding, visual identity development, copywriting, messaging strategy, videography, photography, and integrated brand execution across channels and in multiple languages. We specialize in developing cohesive creative assets that resonate with diverse audiences, including underserved populations. Our extensive experience includes producing public awareness, educational, and behavior change communications across digital, print, outdoor, broadcast, social media, video, and community outreach platforms. We develop culturally responsive messaging and creative materials designed to simplify complex information, increase understanding, and encourage engagement across a variety of audiences and communication environments. Our team produces original photo and video assets to ensure content aligns with campaign goals and connects authentically with target audiences. Our work consistently prioritizes ADA and WCAG compliance and incorporates multilingual adaptation, mobile optimization, and accessible design principles to ensure clarity, inclusivity, and usability across all touchpoints.

Public Relations: We offer a full suite of public relations services that elevate awareness, build trust, and strengthen community engagement efforts. From strategic messaging and press outreach to media training, stakeholder communications, community relations, and event coordination, our approach is rooted in transparency, collaboration, and proactive engagement. We develop culturally responsive communications materials that help organizations communicate complex information in a clear, accessible, and audience-centered way across traditional, digital, and community-based channels. Our team also supports earned media outreach, interview coordination, stakeholder engagement, community partnerships, and integrated communications strategies designed to increase public understanding, reinforce key messaging, and support broader awareness and education initiatives.

Website & Online Interactive Development: We offer comprehensive website development capabilities that are grounded in accessibility, usability, and flexibility to meet the needs of public sector campaigns and community engagement efforts. We design and build mobile-responsive, WCAG-compliant websites, landing pages, and microsites that present complex information in a clear, user-friendly format. Regardless of the scale of the project, we create digital experiences that drive awareness, education, and interaction. Our team delivers strategic site architecture, content integration, multilingual functionality, SEO optimization, interactive resources, and step-by-step informational content while using flexible CMS

platforms that allow internal teams to easily manage and update content as needs evolve. We also ensure branding and messaging consistency across digital platforms, connecting through clear, accessible, and user-centered interactive design.

Media Planning & Buying: Our media planning and buying services maximize reach, efficiency, and impact, which is critical for public sector initiatives where accountability, transparency, and value are top priorities. We take a goal-first approach to media planning, leveraging audience insights, behavioral data, and strategic audience segmentation to help ensure messaging reaches the right audiences at the right time and through the right channels. Our team leverages programmatic display, paid social, connected TV, search engine marketing, geo-targeted mobile advertising, and multicultural media outreach to reach audiences where they are. We also negotiate value-added opportunities, bonus placements, and custom editorial coverage to stretch every dollar further. With deep relationships across Arizona’s local media landscape, we are able to secure strategic placements in both mainstream and multicultural outlets. Our team handles everything from media strategy and planning to real-time optimization and post-campaign reporting, ensuring that every placement supports outreach, awareness, education, engagement, and action-oriented communications goals.

Research: Our team offers extensive qualitative and quantitative research capabilities to support public sector, public health, and community engagement initiatives. We have experience conducting stakeholder engagement, audience research, surveys, focus groups, stakeholder interviews, facilitated discussions, message and creative concept testing, community outreach, collaborative workshops, and audience segmentation research to help inform strategic communications and outreach efforts. Our work is grounded in understanding the real-world experiences, barriers, motivators, communication preferences, and informational needs of the audiences we are trying to reach. We are experienced in gathering meaningful input from diverse audiences, including underserved, multicultural, rural, Indigenous, and hard-to-reach populations, while ensuring research and engagement methods are accessible, culturally responsive, and inclusive. In addition to stakeholder and audience engagement, we utilize data analysis, audience insights, campaign analytics, performance metrics, and behavioral research to guide decision-making, optimize outreach efforts, and refine messaging and creative strategies over time. These capabilities help ensure communications are strategic, actionable, audience-informed, and aligned with organizational goals and community needs.

Relevant Client Experience

We prioritize inclusive communication strategies that effectively reach and resonate with diverse audiences across all of our public sector campaigns. Every initiative we lead is grounded in the belief that equitable access to information, resources, and services is essential, particularly for underserved and hard-to-reach populations. We approach multicultural engagement not as a separate tactic, but as a core campaign component. From language accessibility and culturally responsive messaging to community engagement and multilingual outreach, we ensure our work reflects and respects the lived experiences of Arizona’s diverse communities. The following case studies demonstrate our experience developing statewide public education and behavior change campaigns designed to build awareness, increase engagement, and improve access to critical information and resources.



Arizona Department of Health Services – Diabetes Prevention & Management:

Developed and implemented a strategic, bilingual education and outreach campaign focused on increasing awareness, early detection, and participation in diabetes prevention and self-management programs among high-risk and underserved populations across Arizona. Our work included culturally responsive messaging, creative development, digital and traditional media outreach, multilingual educational materials, stakeholder communications, and development of a centralized online resource hub designed to simplify access to information and support services. In addition to member-facing outreach, we developed provider-facing communications and referral support materials to help healthcare professionals connect patients with CDC-recognized Diabetes Prevention Programs (DPP), Diabetes Self-Management Education and Support (DSMES) resources, and the Arizona Diabetes Referral Network. Through targeted outreach and action-oriented communications, the campaign helped improve awareness, engagement, and access to critical public health resources statewide. [View case study online.](#)



Arizona State University/AZ CEAL Consortium:

Delivered strategic and creative support for a statewide initiative supported by ASU and the National Institutes of Health, to increase COVID-19 awareness and understanding by addressing distrust and misinformation among underserved communities. We developed multicultural creative assets, a targeted media strategy, public relations, social media, digital media, and stakeholder outreach tools to promote participation and trust. As part of this effort, we supported the development of a centralized website, ensuring alignment with ASU's public health infrastructure and digital ecosystem. Campaign materials were accessible, multilingual, and tailored for high-risk populations, demonstrating our ability to collaborate on complex, equity-driven university initiatives. [See the work here.](#)



Arizona Department of Health Services – Power Me A2Z:

Led the rebrand and statewide relaunch of Power Me A2Z, a bilingual public health education and awareness initiative focused on improving women's health and reducing birth defects through folic acid and multivitamin education. Through stakeholder engagement, audience research, focus groups, campaign tracking, and creative testing, we developed a research-driven messaging platform and refreshed visual identity designed to better connect with multicultural and underserved audiences across Arizona. Our work included branding, packaging, website development, video production, digital and traditional media outreach, multilingual educational materials, social media content, point-of-purchase displays, and community outreach assets in English and Spanish. Through culturally responsive messaging and integrated behavior change communications, the campaign increased awareness, engagement, and participation in ADHS's statewide free vitamin program. [View case study online.](#)



Maricopa Association of Governments – See Me AZ Campaign:

Launched a countywide, bilingual outreach campaign to raise roadway safety awareness and promote positive behavior change among drivers, bicyclists, and pedestrians. Our work included strategic messaging, creative asset development, media planning and buying, and public education across Maricopa County's urban, rural, and tribal communities. Campaign assets spanned print, outdoor, digital, broadcast, and social media channels, helping to drive traffic to [SeeMeAZ.com](#) for educational tips and resources. Through research-informed strategy and performance tracking, the initiative supported public sector goals of reducing roadway fatalities and promoting safer communities. [View case study online.](#)

Arizona Government Experience

- Arizona Commission for the Deaf & Hard of Hearing
- Arizona Commission for Postsecondary Education
- Arizona Department of Economic Security
- Arizona Department of Education
- Arizona Department of Environmental Quality
- Arizona Department of Gaming
- Arizona Department of Health Services
- Arizona Department of Veterans' Services
- Arizona Office of Economic Opportunity
- Arizona Registrar of Contractors
- Arizona School Boards Association
- Arizona Secretary of State
- Arizona State Board of Education
- Arizona State Library
- Arizona State University
- City of Chandler
- City of Flagstaff
- City of Mesa
- City of Phoenix
- City of Tempe
- Court Appointed Special Advocates
- Maricopa Association of Governments
- Maricopa County Animal Care & Control
- Maricopa County Attorney's Office
- Maricopa County Human Resources
- Maricopa County Sheriff's Office
- Office of the Arizona Attorney General
- Office of the Arizona State Treasurer
- Pinal Alliance for Economic Growth
- Pinal County Economic Development Office
- Tempe Tourism Office

Healthcare & Public Health

- A New Leaf
- Abrazo Healthcare
- Achieving a Better Life Experience (ABLE)
- Adelante Healthcare
- Arizona Burn Foundation
- Arizona Caregiver Coalition
- Arizona Health e-Connection
- Arrowhead Health Centers
- Blood Systems (now Vitalant)
- Blue Cross Blue Shield
- Champions Biotechnology
- Child Crisis Arizona
- Colorado Department for the Deaf & Hard of Hearing
- Colorado Department of Health & Environment
- Crisis Response Network
- CVS Health
- First Things First
- Health Services Advisory Group
- Hospice of Arizona
- John C. Lincoln Hospital
- Leukemia Lymphoma Society
- Lifewell Behavioral Wellness (now Terros Health)
- MedAire
- National Institutes of Health
- Nevada Department of Health & Human Services
- Nevada Statewide Independent Living Council
- New Horizons for Youth
- Paradise Valley Hospital
- Phoenix Children’s Hospital
- Sun Health Hospitals (now Banner Health)
- Tempe New Day Surgery Center
- University of Arizona - Valley Fever Center

Key Personnel



LEADERSHIP



Michela Belluso
CEO/CFO



Rob Davidson
President

ACCOUNT SERVICES



Christine Korecki
Sr. Account Director



Gloria Ludolph
Project Manager

STRATEGIC PLANNING



Bruce Nilsson
Chief Strategy Officer

CREATIVE DEVELOPMENT



Gustavo Estrella
Creative Director

DIGITAL MARKETING



Rob Lohr
Digital Media Director

PUBLIC RELATIONS



Heather Austin
PR Director

MEDIA PLANNING & BUYING



Dianne Cabbage
Media Director

MARKET RESEARCH



Peter Mitchell
Chief Insights Officer



Aimee Welch
Sr. Copywriter



Tyler Norquist
Sr. Web Developer



Micah Elliot
Graphic Designer

**Rob Davidson | President**

Rob brings more than 30 years of experience leading public sector communications, outreach, and behavior change initiatives for healthcare, government, education, and community-based organizations. As President and co-founder of Davidson Belluso, he provides senior-level strategic oversight for complex public awareness campaigns involving diverse audiences, stakeholder coordination, evolving policy guidance, and high-visibility communications needs. His expertise includes public health education, community engagement, multicultural outreach, and integrated communications strategies designed to increase awareness, simplify complex information, and encourage action among underserved and hard-to-reach populations. Rob has a B.A. in Communications from The University of New Mexico.

For AHCCCS, Rob will provide executive leadership and strategic oversight across all phases of the initiative, ensuring alignment between audience insights, stakeholder engagement, messaging strategy, and campaign execution. His experience includes statewide campaigns for the Arizona Department of Health Services, Arizona Department of Gaming, AZ529 Arizona's Education Savings Plan, Colorado Department of Human Services, and numerous state, county, city, tribal, and nonprofit organizations.

**Michela Belluso | Chief Executive Officer**

Michela brings 25 years of experience to government and public sector clients across the Southwest. Her leadership ensures that every client project is executed with precision through efficient operations, strategic resource allocation, and financial oversight. Michela's expertise in managing financial transactions, contracts, staffing, and vendor coordination helps ensure that complex public-sector initiatives are completed on time, within budget, and aligned with client requirements. She has extensive experience supporting statewide outreach, public awareness, and behavior change campaigns. Michela holds a B.S. in Advertising and Design from The University of Miami.

For AHCCCS, Michela will provide executive oversight of contract administration, financial management, staffing, resource allocation, and operational support. She will work closely with AHCCCS leadership and internal project teams to ensure alignment with contract requirements, budget expectations, and project goals. Having provided executive and financial oversight for virtually every public sector client served by the agency, she understands the importance of transparency, accountability, and responsible stewardship of public funds while supporting complex, multi-stakeholder initiatives.

**Christine Korecki | Senior Account Director**

Christine brings more than 25 years of experience leading complex public sector marketing, outreach, and awareness campaigns for government, healthcare, education, and community-based organizations. She specializes in strategic campaign management, stakeholder coordination, multicultural outreach, budget oversight, analytics, and integrated communications initiatives designed to engage diverse audiences and support behavior change. Christine has extensive experience managing public sector accounts with evolving priorities, detailed reporting requirements, multiple approval layers, Section 508 compliance, and complex stakeholder engagement needs. She has a B.S. in Communications from Bob Jones University.

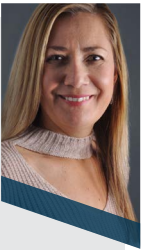
For AHCCCS, Christine will lead day-to-day account management, strategic coordination, workflow oversight, and client communications across all phases of the initiative. She will work closely with AHCCCS leadership, internal teams, community partners, and subcontractors to ensure communications remain clear, accurate, timely, and aligned across all outreach efforts. Her experience includes leadership roles on statewide public health and public awareness campaigns for the Arizona Department of Health Services, including diabetes prevention and management initiatives and the Power Me A2Z women's health campaign, as well as campaigns for the Arizona Department of Gaming Division of Problem Gambling, AZ529 Arizona's Education Savings Plan, Maricopa Association of Governments, and the Maricopa County Sheriff's Office.



Bruce Nilsson | Chief Strategy Officer

Bruce brings more than 35 years of experience leading strategic communications, branding, and behavior change campaigns for public sector, healthcare, education, and community-based organizations. He specializes in creative strategy, audience-centered messaging, integrated campaign development, and public engagement initiatives designed to simplify complex information and motivate action across diverse audiences. Bruce has extensive experience guiding statewide awareness and outreach campaigns that require culturally responsive communications, stakeholder alignment, and strategic creative execution across multiple channels and platforms. Bruce graduated from Iowa State University with a B.S. in Journalism and Mass Communications.

For AHCCCS, Bruce will lead creative strategy and message development, ensuring communications are clear, accessible, audience-informed, and aligned across all outreach efforts. His experience includes strategic and creative leadership for organizations including the Arizona Department of Health Services, AZ CEAL Consortium, Arizona Department of Gaming Division of Problem Gambling, Maricopa Association of Governments, Arizona Office of Economic Opportunity, AZ529 Arizona's Education Savings Plan, and numerous city, county, and statewide public awareness campaigns.



Gloria Ludolph | Project Manager

Gloria brings extensive experience managing complex public sector and public health marketing initiatives that require detailed coordination, organization, and oversight across multiple teams, stakeholders, timelines, and deliverables. She specializes in project workflow management, resource coordination, quality control, budget tracking, production oversight, and maintaining organized systems that support efficient campaign execution from kickoff through final delivery. Gloria works closely with internal teams, clients, media partners, and vendors to ensure projects remain on schedule, aligned with approval processes, and responsive to evolving priorities, Section 508 (ADA) compliance, and stakeholder input. Gloria graduated with a B.S. in Business Administration from California State University, Los Angeles.

For AHCCCS, Gloria will oversee day-to-day project management operations, including timeline development, workflow coordination, approval tracking, quality control, documentation management, and resource monitoring across campaign disciplines including creative, media, public relations, stakeholder engagement, and community outreach. Her experience includes managing large-scale public sector initiatives for the Arizona Department of Health Services, Arizona Office of Economic Opportunity, AZ CEAL Consortium, City of Chandler, and other statewide awareness and behavior change campaigns involving multiple audiences, partners, and communication channels.



Gustavo Estrella | Creative Director

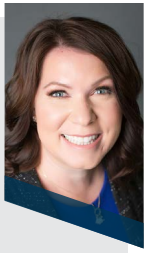
Gustavo brings more than 17 years of experience developing visual communications and integrated creative campaigns for public sector, healthcare, education, and nonprofit organizations. He specializes in art direction, brand implementation, multilingual design adaptation, and the development of cohesive visual systems that maintain consistency across campaign channels, materials, and audience touchpoints. His experience includes digital advertising, social media, print collateral, infographics, outdoor advertising, presentation materials, event graphics, and community outreach assets designed to support public awareness, education, and engagement initiatives. Gustavo has earned a B.A. in Graphic Design from The Universidad del Noroeste, Mexico.

For AHCCCS, Gustavo will oversee the visual execution of campaign materials across all platforms and communication channels, ensuring creative assets remain consistent, accessible, audience-appropriate, and aligned with campaign goals and messaging strategies. As a bilingual communicator (English/Spanish), he brings extensive experience adapting materials for multicultural audiences and creating visually engaging communications that support understanding and action among diverse populations. His experience includes creative leadership and design support for organizations including the Arizona Department of Health Services, AZ CEAL Consortium, Arizona Department of Gaming Division of Problem Gambling, Maricopa Association of Governments, and AZ529 Arizona's Education Savings Plan.

**Aimee Welch | Senior Copywriter**

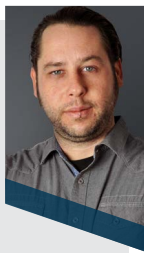
Aimee brings more than 25 years of experience developing content for public sector campaigns. She specializes in using strategic insights and research to translate complex information into clear communications tailored to specific audiences and platforms, and is experienced in copywriting and content development for digital advertising, websites, landing pages, social media, educational materials, FAQs, presentations, video and radio scripts, print collateral, email communications, and community outreach campaigns that provide information and inspire action across diverse populations. She has a B.A. in Journalism from The Ohio State University.

For AHCCCS, Aimee will develop audience-centered messaging and campaign content informed by stakeholder input, audience insights, and outreach objectives. She will adapt messaging to align with where, when, and how audiences engage with information, ensuring communications remain clear, culturally responsive, easy to understand, and aligned with campaign calls to action. Her experience includes public awareness and behavior change campaigns for the Arizona Department of Health Services, Blue Cross Blue Shield of Arizona, Medicis, AZ CEAL Consortium, Maricopa Association of Governments, Maricopa County Sheriff's Office, Arizona Department of Gaming Division of Problem Gambling, AZ529 Arizona's Education Savings Plan, and various city, county, and statewide public sector initiatives.

**Heather Austin | PR Director**

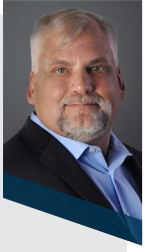
Heather brings more than 20 years of experience leading public relations, media relations, stakeholder engagement, and community outreach initiatives for public sector, healthcare, education, nonprofit, and community-based organizations. She specializes in strategic communications, earned media, social media strategy, press outreach, community relations, crisis communications, and public awareness campaigns designed to build trust, increase engagement, and strengthen community understanding around important issues and initiatives. She holds a B.S. in Public Relations from Northern Arizona University.

For AHCCCS, Heather will support public relations, stakeholder communications, earned media outreach, social media strategy, and community engagement efforts designed to increase public understanding of Medicaid community engagement requirements, renewal processes, exemptions, and available support resources. She will assist in the development of press releases, media materials, FAQs, talking points, social media content, and outreach communications that help ensure messaging remains clear, consistent, accessible, and action-oriented across audiences and communication channels. Her experience includes public sector and community outreach initiatives involving healthcare organizations, higher education institutions, municipalities, nonprofit organizations, and statewide awareness campaigns in Arizona.

**Micah Elliot | Graphic Designer**

Micah brings extensive experience developing graphic design and production materials for public sector campaigns. He specializes in the design and production of digital graphics, social media assets, infographics, presentations, website and landing page graphics, print collateral, motion graphics, and video support materials that help communicate complex information in a clear, visually engaging, and accessible way. Micah's strong attention to detail ensures organized production workflows, visual consistency across deliverables, and careful version control throughout the creative process. He has a B.A. in Interactive Multimedia Design from The Art Institute of Phoenix.

For AHCCCS, Micah will support the production and adaptation of accessible, multilingual campaign assets across all formats and communication channels. He has extensive experience preparing ADA-compliant and mobile-optimized assets designed for diverse audiences and multiple outreach print and digital platforms. His experience includes public awareness and behavior change campaigns for organizations, including the Arizona Department of Health Services, AZ CEAL Consortium, Maricopa Association of Governments, Maricopa County Sheriff's Office, Arizona Department of Gaming Division of Problem Gambling, City of Chandler, and AZ529 Arizona's Education Savings Plan.



Rob Lohr | Digital Media Director

Rob brings more than 15 years of experience in digital media, specializing in Demand Side Platform (DSP) fulfillment and ensuring the success of every digital media campaign he manages. He is skilled in conducting complex analyses and reporting, translating intricate data into clear, actionable insights. His analytical skills allow him to identify performance patterns, optimize campaign strategies, and troubleshoot issues at a granular level. He excels in converting raw data into understandable formats, enabling clients to make informed decisions quickly. Rob's background includes overseeing high-profile campaigns for Fortune 500 companies, multi-location businesses, and statewide and federal government programs. He holds a B.S. in Finance from The University of Alabama-Birmingham.

For AHCCCS, Rob will lead digital media strategy, audience targeting, campaign implementation, and performance monitoring efforts. Working closely with Dianne and the broader project team, he will help identify the most effective digital channels and targeting strategies for reaching priority audiences throughout implementation. Rob will oversee digital campaign analytics, reporting, and optimization, using data-driven insights to evaluate performance, identify opportunities for improvement, and help ensure digital media efforts support overall campaign goals and member engagement objectives.



Dianne Cubbage | Media Planning & Buying

Dianne brings more than 30 years of expertise in media strategy, planning, and buying. She specializes in developing integrated media campaigns that maximize reach, efficiency, and impact while ensuring strong financial stewardship and accountability. Her experience spans audience targeting, media negotiations, budget management, and performance-driven media planning designed to reach diverse audiences across urban, rural, multicultural, and underserved communities. Dianne has extensive experience managing statewide public sector campaigns for clients, including the Arizona Department of Health Services, Arizona Department of Gaming Division of Problem Gambling, AZ529 Arizona's Education Savings Plan, Maricopa Association of Governments, Colorado Department of Human Services, and numerous state, county, municipal, education, and public health organizations throughout the Southwest. She has earned a B.S. in Fashion Merchandising from Oklahoma State University.

For AHCCCS, Dianne will lead media strategy, planning, and buying efforts across all phases of the initiative. She will identify the most effective channels, touchpoints, and communications pathways for reaching priority audiences while ensuring media efforts are fully integrated with public relations, stakeholder outreach, and community engagement activities. Dianne will also oversee media performance monitoring and provide ongoing recommendations to optimize reach and engagement.



Tyler Norquist | Senior Web Developer

Tyler brings more than 10 years of experience in web design and development, specializing in creating seamless, functional, and interactive digital experiences. Proficient in a host of digital systems and languages including HTML, CSS, PHP, JavaScript, and Bootstrap, Tyler develops websites, landing pages, microsites, and digital tools that are intuitive, accessible, and optimized for performance. His expertise includes SEO, analytics, website monitoring, and digital asset integration, and he has extensive experience supporting public sector clients, including the Arizona Department of Health Services, City of Chandler, Maricopa County, Maricopa Association of Governments, Gila River Indian Community, and the State of Arizona. He has a B.S. in Computer Science, Digital Media & Graphic Design from Arizona State University.

For AHCCCS, Tyler will lead development and maintenance of the H.R. 1 website, landing pages, and other web-based communications tools. He will be responsible for implementing website content and resources, building user-friendly navigation and audience pathways, maintaining links to reporting tools and external resources, supporting ongoing content updates as federal guidance evolves, and ensuring all digital experiences remain accessible (ADA Section 508), mobile responsive, and optimized for performance. Tyler will also implement analytics and tracking tools that help AHCCCS monitor website activity, user engagement, traffic sources, and campaign effectiveness, providing data and insights that support ongoing optimization and reporting efforts.



Peter Mitchell | Founder & Chief Insights Officer (Marketing for Change)

Peter has been designing behavior change interventions since leading the original “truth” anti-smoking campaign in the late 1990s. Since then, he has led dozens of campaigns for federal, state, and community-based organizations. Peter has worked with CMS for more than two decades, playing a key role in every project M4C has supported since 2010. He has worked on several efforts to expand Medicaid and Medicare access, including increasing enrollment in the Children’s Health Insurance Program (CHIP), expanding access to Medicare dental benefits, and redesigning Washington State’s Medicaid program to encourage dentist participation and improve access to care. Peter has won numerous awards and designed behavior change campaigns domestically and internationally. Peter has earned a B.A. in Political Science from Colgate University.

For AHCCCS, Peter will provide senior-level strategic guidance related to audience segmentation, stakeholder engagement, and outreach strategies. His experience includes leading nationally recognized initiatives for organizations including the U.S. Environmental Protection Agency, Florida Healthy Kids Corporation, the Massachusetts Institute of Technology, U.S. Agency for International Development, and other federal, state, and community-based organizations.

Staffing Matrix		
Name & Title	Roles & Responsibilities	Prime/Sub
Rob Davidson, President	ALL PHASES: Strategic and creative oversight	Prime
Michela Belluso, CEO	ALL PHASES: Financial oversight; billing; ADA compliance	Prime
Bruce Nilsson, Chief Strategy Officer	PHASE 2: Strategic lead for planning & messaging development	Prime
Christine Korecki, Sr. Account Director	ALL PHASES: Strategic lead, account director, and AHCCCS's primary point of contact; manages all internal team members & vendors, obtains client feedback & approvals; leads monitoring/ optimization & reporting process	Prime
Gloria Ludolph, Project Manager	ALL PHASES: Supports account director; leads project management process to ensure all projects are delivered on time and on budget.	Prime
Gustavo Estrella, Creative Director	PHASE 2 & 3: Creative support and content development for all deliverables (art direction)	Prime
Micah Elliot, Graphic Designer	PHASE 2 & 3: Graphic design/production for all creative materials (collateral, web, social, emails/newsletters, videos)	Prime
Aimee Welch, Sr. Copywriter	PHASE 2 & 3: Messaging and content development for all deliverables (copywriting)	Prime
Tyler Norquist, Sr. Web Developer	PHASE 2: Support digital & web content; design & development	Prime
Dianne Cubbage, Media Director	PHASE 2 & 3: Media planning, buying, implementation, and ongoing optimization	Prime
Heather Austin, PR Director	PHASE 2: Leads public relations and earned media strategy and execution; social media campaign plan	Prime
Peter Mitchell, Chief Insights Officer	PHASES 1 & 2: Strategic support for stakeholder research and targeting strategy; creative testing	Sub

Understanding the Scope of Work

The implementation of H.R. 1 Community Engagement and Medicaid Work Requirements represents a significant operational and communications challenge for AHCCCS, healthcare providers, Managed Care Organizations (MCOs), community partners, and Medicaid members across Arizona. While the policy changes themselves are complex, the larger challenge lies in **ensuring impacted audiences understand what the new requirements mean, whether they are affected, whether they may qualify for exemptions, what actions may be required, and where to go for help and support.**

Successfully achieving AHCCCS's goals requires a strategic, phased communications approach grounded in research, stakeholder engagement, targeted messaging and media, and clear, action-oriented communications that accomplish key communications objectives, including: awareness, understanding, action, support, and customized messaging.

AHCCCS serves more than two million Arizonans across diverse geographic, cultural, linguistic, and socioeconomic communities. Within those populations are audiences with varying levels of health literacy, digital access, language proficiency, employment stability, and familiarity with government systems and reporting processes. Some members may already meet community engagement requirements through employment, education, caregiving responsibilities, or existing public assistance participation. Others may qualify for exemptions but may not understand how exemptions apply or what documentation may be required. Many individuals who remain eligible for coverage may still be at risk of procedural disenrollment due to administrative barriers such as missed notices, documentation confusion, language access challenges, changing employment circumstances, or difficulty navigating reporting systems. For these reasons, communications strategies need to be accessible, repetitive, culturally responsive, easy to understand, and customized to the specific needs and circumstances of different audiences.

Other states implementing similar communications initiatives have demonstrated that clear messaging, trusted community partnerships, provider engagement, and ongoing education are critical to minimizing confusion and reducing inappropriate coverage loss. Successful campaigns require coordinated outreach strategies that guide members through complex processes, reinforce key deadlines and actions, support continuity of care, and provide clear pathways to assistance and additional resources. This is particularly important for populations that may experience barriers related to language access, transportation, internet connectivity, literacy, housing instability, or changing employment situations.

In addition to Medicaid members, campaign messaging will need to reach providers, MCOs, advocacy organizations, community-based organizations, internal AHCCCS teams, and other key stakeholders who will play an important role in helping members understand and navigate the new requirements. Ensuring these audiences receive clear, consistent, and actionable communications across multiple channels and trusted partners will be essential to supporting member understanding, reducing confusion, and creating a coordinated statewide implementation effort. AHCCCS needs an experienced marketing partner to help develop and launch a statewide marketing communications plan beginning September 1, 2026.

Initial Project Insights and Recommendations

We have identified relevant insights and preliminary recommendations based on a review of available research from other states' campaigns and our team's experience with Medicaid audiences. These insights will be further explored and evaluated in collaboration with AHCCCS further into the process.

Prioritize Audience Segmentation and Action-Oriented Messaging: Successfully implementing community engagement requirements will depend on AHCCCS's ability to identify impacted populations, distinguish exempt populations, and deliver communications tailored to each audience's specific needs and circumstances. Messaging should clearly explain whether action is required, what documentation may be needed, where to go for help, and how to maintain coverage eligibility. Segmenting audiences based on factors such as employment status, exemption eligibility, geography, language preference, literacy level, and technology access will allow communications to be more relevant, actionable, and effective.

Use Multi-Channel Outreach Strategies to Reinforce Awareness and Engagement: Each audience consumes information differently, and a layered and repeated outreach strategy will help reinforce awareness, increase message retention,

and improve engagement over time. A coordinated mix of communication tactics may ensure members receive timely, consistent, and easy-to-understand information through the channels and touchpoints they use, and in their preferred language. The goal is to reach members early and often, helping them understand any actions that may be required, connect with available resources, and take timely steps to maintain coverage and avoid unnecessary disruptions in care.

Implement a Phased Communications Approach: Communicating in phases based on the actions audiences need to take at different points in the process can improve awareness, understanding, and engagement. Efforts can begin with awareness and education, followed by pre-implementation reminders, compliance-related communications, renewal and redetermination messaging, and ongoing support resources as needed. This approach helps reduce confusion, improve message retention, and ensure audiences receive the right information at the time it is most relevant and actionable.

Leverage Trusted Community Partners and Provide Relevant Resources: Community-based organizations, healthcare providers, MCOs, advocacy groups, workforce partners, local agencies, call-center staff, and other frontline stakeholders will play an important role in helping members understand the new requirements. Leveraging trusted messengers and existing communication networks can improve outreach effectiveness, particularly among rural, underserved, multicultural, and hard-to-reach populations. Equally important is ensuring these partners have access to resources that enable them to answer questions, reinforce key messages, and connect members with information and support.

Utilize Earned Media and Public Relations to Expand Reach and Awareness: Earned media and public relations can play an important role in building awareness, reinforcing key messages, addressing misinformation, and expanding reach through trusted local, community-based, multicultural, rural, and Tribal channels. In addition to supporting broad awareness efforts, public relations can help amplify important milestones, deadlines, available resources, renewal requirements, address updates, and member support services while creating opportunities for AHCCCS leadership, healthcare professionals, navigators, and community partners to reinforce key messages.

Incorporate Ongoing Testing, Monitoring, and Optimization: Federal guidance, operational realities, and community needs will likely continue evolving throughout implementation. Ongoing stakeholder feedback, audience testing, campaign monitoring, and performance evaluation will be critical for identifying communication gaps, understanding audience barriers and motivators, refining messaging strategies, and improving outreach effectiveness over time. We will use a continuous feedback and optimization process to monitor engagement, assess audience understanding, identify where individuals may be experiencing confusion or difficulty completing required actions, and make data-informed adjustments to messaging, outreach tactics, and communication channels as needed.

Drive Traffic to a Dedicated Website: A centralized website or landing page should serve as the campaign's primary source of information and a critical destination for members, providers, and stakeholders seeking guidance and support. Communications across all channels should consistently direct audiences back to the website, where they can access eligibility information, reporting guidance, six-month renewal information, FAQs, important updates, informational videos, and links to tools and assistance. The website can serve as a trusted location for the most current information throughout the campaign.

Managing a Campaign and Building a Partnership

The way we work with our clients is what sets us apart. We believe collaboration and frequent communication make the work better and the partnerships stronger, and we've built our agency and processes around that concept. Our goal is to function as an extension of the AHCCCS team, providing strategic guidance, proactive communication, transparent project oversight, and day-to-day support. Senior Account Director Christine Korecki will serve as AHCCCS's primary point of contact and day-to-day liaison throughout the project. Christine will oversee collaboration, timelines, deliverables, approvals, stakeholder coordination, and agency resources to help ensure all communications efforts remain aligned with project goals, operational priorities, implementation timelines, and AHCCCS expectations. She will also facilitate regular meetings, provide status updates, and coordinate discussions between appropriate team members and partners to help ensure all stakeholders remain informed and aligned.

Christine will be supported by a project manager responsible for internal workflow coordination, scheduling, production oversight, and quality control. We use Function Point, a cloud-based project management platform to monitor, track, and archive versions for all projects. While Christine will be AHCCCS’s primary point of contact, your team will have access to all team members, from leadership and research to graphic design and public relations.

Methodology & Approach

To ensure marketing campaigns are delivered on strategy, on time, and on budget, our team follows a 5-Step Process, which is customized for specific Scope of Work. This waterfall-style methodology moves from research through implementation, with built-in checkpoints for quality control and flexibility to adapt as priorities shift. This process covers the four phases detailed in the RFP, and our account team will lead AHCCCS, our team, and partners through each stage.



Step 1: Research and Onboarding

We start every partnership with a client-agency foundation meeting. It’s our opportunity to ask and answer questions, identify milestones and potential challenges, introduce key team members, discuss meeting cadence and communications preferences, review campaign objectives, and determine how we’ll define success. The first phase of the project will focus on gathering insights, aligning stakeholders from AHCCCS, Davidson Belluso, and Marketing for Change (M4C), and establishing a strong strategic foundation for campaign development and a successful partnership.

After the initial foundation meeting, we’ll begin the research phase. Early stakeholder collaboration and audience research will be essential to understanding the operational realities, audience concerns, communication barriers, motivators, and outreach opportunities associated with the new requirements. Insights gathered during Phase 1 will guide communications strategies to ensure messaging, outreach tactics, and media placements are tailored to the unique needs, behaviors, and circumstances of Arizona’s diverse target audiences.

Because AHCCCS has identified September 1, 2026 as the target launch date, our recommended research approach includes multiple channels and opportunities for input, both virtual and in-person, combining direct solicitation with open-call forums for feedback. It is designed to balance stakeholder input, audience insights, speed to market, and responsible use of public funds. Our goal is to gather meaningful and actionable feedback early enough in the process to directly inform strategic and creative direction.

The backbone of our research approach is a series of small online focus groups, individual in-depth interviews, and an online survey for AHCCCS to send to members and caregivers. We will also review existing qualitative beneficiary research. This approach has been successfully used for similar Medicaid and public benefits initiatives and is designed to produce actionable findings within the compressed project timeline. If there is an opportunity to expand stakeholder engagement, audience research, or message testing activities based on timing and budget changes, we are flexible and prepared to discuss alternative approaches. We will review all available options during the foundation meeting and work collaboratively with AHCCCS to finalize a research plan.

Key Step 1 activities include:

- **Foundation Meeting:** Collaborative planning session with all AHCCCS, Davidson Belluso, and M4C stakeholders.
- **Research Planning & Stakeholder Input Strategy:** Develop a research and stakeholder input plan that defines research objectives, key questions, target audiences, recommended methodologies, insight deliverables, recruitment strategies, and timelines. This plan will serve as the roadmap for gathering actionable input.

- **Stakeholder Research & Listening Sessions:** M4C researchers will conduct a series of small online focus groups and individual in-depth interviews with key stakeholders to better understand operational considerations, anticipated challenges, communication needs, and outreach opportunities. These efforts may be supplemented by broader stakeholder surveys distributed through professional associations, advocacy organizations, and partner networks such as the Arizona Association of Health Plans, Arizona Public Health Association, NAMI Arizona, and Protect Our Care Arizona. Additional stakeholder input may be gathered through webinars and other engagement opportunities designed to solicit feedback and identify emerging issues.
- **Member & Caregiver Research:** An online survey distributed by AHCCCS to members and caregivers will help gather input related to awareness, communication preferences, barriers, information needs, and anticipated challenges associated with the new requirements.
- **Audience Research & Behavioral Insights:** Utilize research findings, available data, stakeholder input, and existing research findings to better understand audience behaviors, communication preferences, barriers, motivators, information needs, and trusted information sources.
- **Audience Segmentation & Journey Mapping:** Segment audiences based on exemption status, reporting requirements, employment status, language preference, geography, literacy level, technology access, and communication needs. We will also map audience journeys to identify key decision points, potential barriers, and opportunities for intervention throughout the member experience.
- **Insights Summary & Strategic Recommendations:** Compile key findings and research-based recommendations into an insights summary that helps guide the next phases of the project. This summary will combine stakeholder input, audience research, federal guidance, Medicaid unwinding findings, and best practices from similar initiatives to help inform communications strategies, outreach priorities, audience segmentation, and message development.

Key deliverables: Comprehensive stakeholder input research plan and facilitation; research engagement summary; insights summary; strategic recommendations.

Step 2: Strategic Planning

Using insights gathered during Phase 1, our team will develop a comprehensive communications plan that serves as a roadmap for outreach, education, engagement, and implementation efforts across all audiences and communication channels. This plan will define actionable communications objectives, audience priorities, messaging frameworks, communications journeys, media and outreach strategies, stakeholder engagement recommendations, and performance measures. The goal is to ensure audiences receive the right information, through the right channels, at the right time, while providing AHCCCS and its partners with a coordinated framework for implementation. Medicaid unwinding initiatives in other states have consistently shown that confusing notices, inconsistent messaging, and administrative complexity can create barriers for eligible individuals. Our approach will focus on simplifying complex information, coordinating communications across stakeholders, leveraging trusted messengers, and developing communications pathways that help members understand what actions, if any, are required to maintain coverage.

Elements in the strategic communications plan will include:

- **Audience Segmentation & Communications Journeys:** Define communications goals, audience priorities and segments, and communications pathways for awareness, pre-implementation reminders, active compliance periods, and renewal/redetermination touchpoints.
- **Messaging Framework & Communications:** Develop audience-specific messaging frameworks, message variants, and communications recommendations.
- **Stakeholder Engagement & Partner Coordination:** Recommendations for coordinating communications across AHCCCS, providers, MCOs, community organizations, workforce partners, advocacy groups, and other stakeholders.
- **Media Strategy & Channel Recommendations:** High-level media strategy that identifies the most effective channels, touchpoints, and communications pathways for each audience. Recommendations will consider audience behaviors, communication preferences, geography, language needs, available data, implementation timelines, and the role of paid, earned, owned, partner, and community-based communications channels.
- **Public Relations & Earned Media Strategy:** Earned media opportunities, trusted-messenger engagement, stakeholder communications, media outreach, spokesperson support, and community relations activities.

- **Social Media Campaign Strategy:** Social media recommendation that considers content, audience targeting, platform strategies, optimization, and performance monitoring.
- **Measurement Framework & Performance Planning:** Identification of KPIs, reporting approaches, monitoring strategies, and optimization benchmarks that will be used to evaluate performance and guide future decisions.

Key deliverables: Communications framework and comprehensive strategic communications plan.

Step 3: Media Planning and Outreach Strategy

Building on the strategic framework established in Phase 2, we will develop a coordinated, integrated outreach strategy that aligns paid media, public relations, partner communications, owned media, and community outreach efforts to reach both primary audiences (Medicaid members) and secondary audiences (providers, MCOs, community organizations, workforce partners, and other stakeholders). Our preliminary recommendation for paid media include a mix of targeted traditional and digital media tactics based on current research and industry best practices (included in “Applying insights to the AHCCCS Plan” at the end of this response). Final recommendations will be refined through research and collaboration with AHCCCS.

Key Step 3 activities include:

- **Targeted Paid Media Strategy:** Translate the approved media strategy into a detailed paid media plan (English and Spanish), including channel selection, audience targeting recommendations, flighting schedules, budget allocation recommendations, geographic targeting, and implementation considerations.
- **Media Implementation Schedule:** Develop a coordinated implementation schedule aligned with federal notice requirements, implementation milestones, awareness-building efforts, pre-implementation reminders, active compliance periods, renewal/redetermination touchpoints, reporting deadlines, and other key member actions.
- **Public Relations & Earned Media Plan:** Identify priority story angles, outreach opportunities, media targets, spokesperson recommendations, community relations activities, and earned media tactics.
- **Partner & Community Outreach:** Develop an implementation plan that outlines how providers, MCOs, community organizations, workforce partners, advocacy groups, and other trusted messengers can support outreach efforts through coordinated communications, toolkits, educational resources, events, presentations, and activities.
- **Owned Media:** Finalize recommendations for AHCCCS-owned communications channels, including the H.R. 1 website, social media platforms, email communications, member-facing content, and other communications assets.
- **Channel Integration:** Recommendations for coordinating paid media, public relations, stakeholder communications, direct member outreach, community engagement efforts, and partner communications to create a seamless and consistent audience experience across all touchpoints.
- **Measurement & Media Performance:** Identification of media performance metrics, reporting approaches, and optimization benchmarks to support campaign monitoring and future refinements.

Key deliverables: Targeted paid media strategy with KPIs; publication plan and schedule for all campaign materials (including workflow approvals and version control documentation); channel integration strategy; partner outreach strategy; media measurement & reporting framework; social media plan.

Step 4: Creative Asset Development and Implementation

Creative execution is where strategy and messaging come to life. During this phase, our team will write, design, and produce campaign materials based on approved creative concepts, media and messaging strategy, and research insights gathered in earlier phases. All creative assets will align with AHCCCS’s brand standards, speak directly to the target audiences identified in the strategic plan, and incorporate cultural responsiveness and accessibility best practices. Our team will manage the creative production process from concept through delivery, including creative development, copywriting, design, translation coordination, accessibility review, quality control, version control, stakeholder review cycles, production, trafficking instructions, and delivery of final files for publication, distribution, or implementation.

Our creative development process includes:

- **Creative Brief & Production Planning:** Develop a creative brief outlining project objectives, target audiences, approved messaging, required deliverables, accessibility standards, production specifications, and timelines.

- **Creative Concept Development:** Present creative concepts and visual approaches based on approved messaging frameworks, audience insights, communications journeys, and campaign goals.
- **Creative Production:** Following concept approval, develop the full suite of approved campaign materials, including digital, social media content, website and landing page content, educational materials, infographics, print collateral, stakeholder resources, text copy, emails, videos, and toolkits.
- **Production & Final Delivery:** Deliver production-ready files, traffic instructions, web content, and supporting documentation required for publication, distribution, and implementation across all communications channels. All materials will be ADA compliant, optimized for mobile use, and provided in English and Spanish, where relevant.
- **Templates & Reusable Assets:** Develop branded templates, toolkits, and reusable communications materials for AHCCCS, providers, MCOs, and community partners to efficiently distribute and adapt approved content as needed.

Key Deliverables: Final bilingual creative assets for all channels (digital banners/graphics, flyers/posters, infographics, branded templates, short and long-form videos); educational resources; stakeholder communications materials (toolkits, bulletins, emails, webinars); website and landing page content (and maintenance); branded, reusable templates; production-ready files; and supporting documentation for distribution, publication, and implementation.

Step 5: Monitoring, Optimization and Reporting

We believe that success begins long before campaign launch. That's why, during the early phases of the project, we will work with AHCCCS to establish clear goals and KPIs to align on what success looks like and how performance will be evaluated. Because federal guidance, operational realities, and audience needs will evolve throughout the campaign, tracking is especially important. Our goal is to ensure AHCCCS's budget is being used effectively and efficiently by continuously identifying what's working, what's not, and where adjustments can improve performance. We will assess performance using both quantitative and qualitative metrics, and provide regular reporting to AHCCCS, along with strategic recommendations and refinements.

We commonly use the following tactics for campaign measurement:

- **Customized Dashboard:** Set up a secure dashboard providing real-time access to campaign KPIs and performance data from sources such as Google Analytics, Meta Ads Manager, and Sprout Social. Metrics may include reach, impressions, video views, click-through rates (CTR), social engagement, website activity, and other indicators used to monitor campaign effectiveness and guide optimization efforts.
- **Website Analytics:** Track traffic, navigation behavior, and inquiry submissions from AHCCCS's landing page.
- **Stakeholder Feedback:** Input from AHCCCS team members, visitors, and outreach partners to assess alignment with messaging goals and frontline effectiveness.
- **Resource Distribution Tracking:** Measurement of physical collateral & digital resources distributed at events or to community organizations.
- **Public Relations Outcomes:** Monitor earned media placements, media mentions, press impressions, message pickup, and coverage secured in all media outlets. Reporting may also include media reach, share of voice, and the effectiveness of public relations efforts in expanding awareness and reinforcing key campaign messages.
- **Social Media Outcomes:** Monitor social media reach, engagement, audience growth, video views, click-through rates, content performance, and referral traffic across social platforms. Through social listening and sentiment monitoring tools, we can also identify trending conversations, audience concerns, FAQs, emerging misinformation, and opportunities for real-time communications adjustments and optimization.
- **Monthly Reporting:** Deliver monthly reports to guide optimization efforts, including performance metrics and actionable insights that enable us to quickly pivot if a tactic, audience segment, or message is underperforming.
- **A/B Testing:** When budget allows, conduct A/B tests on various platforms to gather data and refine messaging, continuously testing different versions of creative designs, headlines, and calls-to-action.

Key Deliverables: Performance Measurement Framework; Digital Dashboard; Monthly and Quarterly Performance Reports; Optimization Recommendations; A/B Testing Results and Findings; Final Campaign Performance Summary.

Timeline

Davidson Belluso proposes a phased approach that begins immediately upon notice to proceed. Stakeholder research and message development will be completed in advance of the required September 1, 2026 launch of public-facing communications. Campaign implementation, monitoring, optimization, and reporting will continue throughout the duration of the task order. See Pricing Proposal for options on an invoicing schedule.

Phase	Timeline	Major Activities/Requirements	Deliverables
Phase 1: Stakeholder Input & Insight Development	Jun-Jul	Develop stakeholder input plan; engage members, providers, MCOs and advocates; conduct interviews and listening sessions; analyze findings; develop recommendations	Stakeholder Input Plan; Engagement Summary; Insights Report; Next Steps Recommendations
Phase 2: Planning & Message Development	Jul-Aug	Develop communication strategy and message framework; create member and provider messaging; develop toolkits, FAQs and web content; create creative assets; develop social media campaign plan; conduct message testing and refinement	Message Library; Provider & Partner Toolkits; Creative Assets; Web Content; Social Media Campaign Plan
Phase 3: Publication, Implementation & Compliance	Aug-Sep	Finalize publication schedule; publish content across approved channels; coordinate deployment activities; manage campaign rollout; maintain publication logs and compliance documentation; track distribution performance	Publication Calendar; Published Assets; Distribution Reports; Compliance Documentation
Phase 4: Monitoring & Optimization, Project Management & Continuous Improvement	Ongoing	Monitor campaign performance; maintain analytics dashboard; provide performance reporting; conduct sentiment and trend monitoring; perform A/B testing; recommend messaging and channel optimizations; Status meetings; project coordination; issue resolution; stakeholder communication; quality assurance; strategic counsel	Performance Framework; Analytics Dashboard; Performance Reports; Optimization Recommendations; Meeting Summaries; Status Reports; Updated Work Plans

Applying Insights to the AHCCCS Plan

Below is a high-level snapshot and preliminary ideas for audience segmentation, media, creative, and public relations. All initial recommendations are based on our relevant experience, stakeholder engagement expertise, and research into successful approaches used by other states. As we begin to conduct and analyze our own research, gain further insights from your team, and work through our strategic process, we will further refine these insights and recommendations.

Audiences: The chart below demonstrates how audience segmentation may help guide messaging strategies, outreach tactics, and calls to action across different audience groups. We will work with AHCCCS during the initial planning phases to further refine audience groups, communication priorities, and implementation strategies.

Audience	Defining Factor	Who May Be Part Of This Group	Call To Action
MEDICAID MEMBERS (Primary)			
Action Group (High Risk)	Non-exempt (subject to H.R. 1 community engagement & 6-month renewals)	All Medicaid beneficiaries who are not listed below.	Act to meet the requirement (find out if you are affected by new laws and what to do)
Reporting Group (Medium Risk)	Exempt and not likely to be data matched (potentially subject to reporting/ education phase)	Parents of children <14 (primary caregivers); Caregivers of elderly/ disabled; Pregnant women; People in substance use treatment; People working 80 hours a month	Report to keep benefits (how and where to report community engagement activities)
Awareness Group (Lower Risk)	Exempt and likely excused through data matching	ABAWD SNAP recipients; Disabled veterans; Duals (on Medicare); FT/ half-time students; TANF recipients subject to work requirements under that program; Beneficiaries likely to qualify through exemption	Understand how to stay informed and covered (e.g., maintain address)
PROVIDERS & PARTNERS (Secondary)			
Audience			Call To Action
Medicaid Providers	-	-	Educate, reinforce, connect members with resources & support services
Managed Care Organizations	-	-	Amplify messaging, conduct member outreach, support member compliance & retention
Community-based organizations, workforce agencies, advocates	-	-	Share information, answer questions, and connect members with trusted assistance
Internal AHCCCS staff & call-center teams	-	-	Deliver consistent guidance, help members navigate requirements & available resources

Media & Outreach: Below are preliminary media and outreach tactics. Some tactics below are included in our pricing proposal and others may be implemented internally by AHCCCS's team, if timing, budget, and capabilities allow.

Paid Media

- TV (through Arizona Broadcasters Association)
- Digital Advertising
- Social Media
- Search Engine Marketing (SEM)
- Streaming Audio
- Online Video/Connected TV (CTV)
- Targeted Outdoor/Out of Home
- Print
- Radio

Owned Media

- Dedicated H.R. 1 website/central information hub
- Chatbot or virtual assistant
- Targeted by audience for quick access
- Member portal messaging
- Push notifications
- Social media channels
- Text messages
- Outbound calls
- Emails

Branded Collateral and Creative Tactics

- Informational and explainer videos
- FAQs for members, providers, and frontline staff
- Infographics
- Presentation materials
- Step-by-step "How to Comply" guides
- Quick-reference guides
- Downloadable resources and toolkits
- Flyers, posters, and informational collateral
- Toolkits for state legislators

Provider & MCO Communications

- Waiting room TV/video messaging in provider offices and clinics
- Exam room posters and flyers
- QR codes linking directly to the H.R. 1 landing page
- Provider email newsletters
- Provider portal and bulletin inserts
- Staff training materials
- Call center scripts
- Patient portal messages
- Community computer stations or tablets in provider offices where members can access resources and reporting tools on-site
- MCO text message reminders
- MCO outbound calls for high-risk members
- Pharmacy outreach and point-of-service materials

- Federally Qualified Health Center (FQHC) and community health center outreach
- Care coordinator and case manager outreach
- Webinars/recorded briefings

Community-Based Organization Outreach

- Food banks and food distribution sites
- Workforce development centers
- Community colleges and adult education providers
- Libraries
- Homeless service providers
- Domestic violence shelters and family resource centers
- Refugee and immigrant-serving organizations
- Workforce Arizona/ARIZONA@WORK partners
- Community health centers
- Faith-based organizations
- Senior centers
- Housing assistance organizations
- Community action agencies
- Tribal community partners
- Behavioral health providers
- Legal aid organizations
- Language assistance and cultural resource centers
- Partner with AZ Department of Education to engage schools (some states are using color-coded renewal forms and information to encourage participation)

Grassroots & Community Engagement Activities

- Outreach through existing community partner networks developed for prior public health and enrollment initiatives
- Community presentations & informational workshops
- Community health workers
- Peer navigators
- Mobile outreach teams
- Enrollment assistance events
- Employer outreach for part-time and hourly workers
- Health fairs and enrollment events
- Pop-up information booths
- Partner-hosted webinars
- Town halls and listening sessions
- Community ambassador programs
- Workforce development & job training events
- Back-to-school and family resource events
- Information tables at community festivals and neighborhood events
- Influencers

Creative Messaging: Research shows that confusion, inconsistent messaging, and administrative complexity can create significant barriers for eligible individuals, so our initial creative approach prioritizes brand continuity, clarity, and simplicity. Whether an individual encounters a social media ad, direct mail piece, text message, provider communication, flyer, or educational video, the experience should feel connected, recognizable, and easy to navigate. Every asset should be developed to help audiences quickly answer a few critical questions: **Does this apply to me? Do I need to do anything? What do I need to do? Where can I get help?**

Rather than confusing policy explanations, communications may focus on simple messages such as:

- “Medicaid rules are changing. Find out if they affect you and what steps you may need to take to keep your benefits.” Call To Action: “Learn more”
- “Update your contact info. Keep your coverage. Medicaid rules are changing. Keep us in the loop, so we can keep you in the loop.” Call To Action: “Update info”
- “Some AHCCCS members may need to take action to keep their coverage. Help connect individuals with the information and resources they need.” Call To Action: “Learn more”

Public Relations: Public relations efforts can play an important role in expanding awareness and reinforcing key messages. Our initial approach includes statewide outreach, with an emphasis on Central and Southern Arizona, rural and border communities, Tribal communities, Spanish-speaking populations, and other underserved audiences that may face barriers to receiving or understanding important information. Depending on AHCCCS’s preferences, our team can lead or support media relations, stakeholder communications, community outreach, and partner engagement efforts.

Recommended tactics may include:

- Local television and radio interviews
- Spanish-language media outreach
- Community newspaper stories
- Opinion/editorial placements
- Partner press releases
- Media toolkits
- Community success stories and testimonials
- Deadline reminder media pushes
- “What members need to know” media briefings
- Rapid-response communications to address misinformation and emerging concerns
- Public Service Announcements
- Local television news partnerships

Potential story angles and media outreach opportunities include:

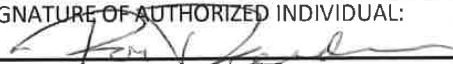
- **Check your Mail:** Spot the Real Deal: Help Arizonans recognize important AHCCCS email/mail.
- **If the State Can’t Find You, You Lose Coverage:** Urge Arizonans to update phone numbers, email addresses, and mailing addresses on the Health-e-Arizona Plus portal.
- **The New Healthcare Calendar:** What 1 in 4 Arizonans Need to Do Before January: Explain six-month renewal requirements, important deadlines, and key dates members need to know.
- **Don’t Lose Coverage Because of a Technicality:** Offer interviews with local AHCCCS navigators showing the Health-e-Arizona Plus interface.
- **How Arizona’s Gig Economy Intersects with New Medicaid Work Rules:** Many Arizonans aged 19-64 in Maricopa and Pinal counties may rely on variable gig work such as Uber and DoorDash. Offer interviews with locals who need to log hours to keep their healthcare.
- **Try Out the Different 80-Hour Options:** Outreach to food banks, community colleges, and other places where individuals are looking for 80 hours of qualifying work.
- **The Rural Health Squeeze: Why New Medicaid Rules Hit Arizona’s Border and Mountain Communities Hardest:** Radio interviews with local doctors and clinics to explain changes and how they impact members and funding for rural clinics and hospitals.
- **Interview Spanish-speaking medical professionals** or individuals affected by Medicaid changes.
- **Draft media alerts in Spanish** and offer onsite and in-studio interviews to Univision, Telemundo, Prensa Arizona, and other Spanish language media.
- **Work with Tribal communications channels** and trusted local organizations to reassure Tribal communities that they are exempt and their coverage remains secure.



TASK ORDER SOLICITATION AMENDMENT #1		
YH26-0082 YH26-0082 H.R. 1 Community Engagement & Medicaid Work Requirements Communications	Task Order due date: Tuesday, June 2, 2026, 3:00 P.M. Arizona Time	Procurement Officer: Tiffanie Blanco Email: procurement@azahcccs.gov

A signed copy of this amendment must be submitted with your Task Order solicitation response.

This Task Order Solicitation is amending the task order due date from Thursday, May 28, 2026, 3:00 P.M. Arizona Time to Tuesday, June 2, 2026, 3:00 P.M. Arizona Time.

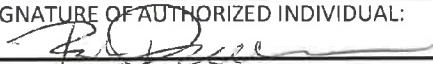
Paragraph # or Title	Page #	Amendment
Proposal Due Date Change	1	Task order due date has been changed from May 28, 2026, 3:00 P.M. Arizona Time to Tuesday, June 2, 2026, 3:00 P.M. Arizona Time.
OFFEROR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THIS SOLICITATION AMENDMENT.		THIS SOLICITATION AMENDMENT IS HEREBY EXECUTED ON THIS DAY, IN PHOENIX, AZ.
SIGNATURE OF AUTHORIZED INDIVIDUAL: 		SIGNATURE: SIGNATURE ON FILE
TYPED NAME: Robert Davidson		TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: President		TITLE: Chief Procurement Officer
DATE: 6/1/26		DATE: 5/14/2026



TASK ORDER SOLICITATION AMENDMENT #2		
YH26-0082 YH26-0082 H.R. 1 Community Engagement & Medicaid Work Requirements Communications	Task Order due date: Tuesday, June 2, 2026, 3:00 P.M. Arizona Time	Procurement Officer: Tiffanie Blanco Email: procurement@azahcccs.gov

A signed copy of this amendment must be submitted with your Task Order solicitation response.

The attached Answers to Questions are incorporated as part of this solicitation amendment.

Paragraph # or Title	Page #	Amendment
Answers	N/A	Answers to questions. The form is attached.
OFFEROR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THIS SOLICITATION AMENDMENT.		THIS SOLICITATION AMENDMENT IS HEREBY EXECUTED ON THIS DAY, IN PHOENIX, AZ.
SIGNATURE OF AUTHORIZED INDIVIDUAL: 		SIGNATURE: SIGNATURE ON FILE
TYPED NAME: Robert Davidson		TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: President		TITLE: Chief Procurement Officer
DATE: 6/1/26		DATE: 5/19/2026