

Community Engagement & Medicaid Work Requirements Communications

YH26-0082

June 2, 2026



Tiffanie Blanco
Arizona Health Care Cost Containment System

June 2, 2026

RE: YH26-0082 Community Engagement & Medicaid Work Requirement Communications

Dear Tiffanie,

On behalf of LAVIDGE, I am pleased to present our proposal in response to the Arizona Health Care Cost Containment System (AHCCCS) Request for Proposals for Task Order YH26-0082, issued under the pending Statewide Marketing Services contract.

No Arizonan should lose Medicaid coverage because they aren't aware of the changes and how to comply with new rules. We understand that true failure in this initiative is not simply frustration, increased call volumes, or long hold times, but the actual loss of coverage. We share AHCCCS's objective to help eligible members stay covered and to share updates that keep members informed. Our proprietary Healthcare 360 research means we already know the attitudes and beliefs people have about the system, specifically related to the consumer/payor relationship and frustration-levels.

As an employee-owned agency headquartered in Arizona, we care deeply about making sure our fellow residents don't lose coverage, and we possess an intrinsic understanding of the state's diverse demographics, cultural nuances, and public sector landscape. For this specific task order, we have engaged Medicaid expert Hillary Peabody to serve as a subject matter expert and facilitator.

In compliance with the stipulations of this solicitation, LAVIDGE formally acknowledges and accepts that AHCCCS may award this contract in whole or in part. Furthermore, we confirm that this proposal submission contains no proprietary or confidential information, and all materials provided herein may be subject to public disclosure under standard state procurement regulations.

We are confident that our strategic insights, award-winning creative capabilities, and unwavering commitment to the health and well-being of Arizona communities make LAVIDGE the ideal partner for AHCCCS.

Thank you for your time and consideration of our proposal. We look forward to the possibility of working together.

Sincerely,

A handwritten signature in black ink that reads "Stephen W. Heitz".

Stephen Heitz
Chief Innovation Officer
480.648.7547
stephen@lavidge.com

2777 East Camelback Road
Suite 300
Phoenix, Arizona 85016

480 998 2600
lavidge.com





Table of contents

1. Methodology and approach
 - a. Stakeholder input
 - b. Planning & message development
 - c. Publication, implementation & compliance
 - d. Monitoring & optimization
2. Pricing
3. About LAVIDGE
 - a. Experience
 - b. Team biographies

1.

Methodology and approach

[< Table of contents](#)



Our foundational approach



STRATEGIC FRAMEWORK & DATA-DRIVEN TARGETING

To meet the State's requirements for marketing, LAVIDGE uses a disciplined, cyclical approach based on three core beliefs: **TRUTH, INSPIRATION, and ACTION**. We recognize that AHCCCS heavily prioritizes the voice of the member and making sure they feel heard. While Medicaid/CMS compliance is incredibly important, our top priority within this framework is maintaining member coverage by enabling members to easily understand how to comply. This focus ensures our campaigns are data-driven, creatively engaging, and carefully executed for measurable results.

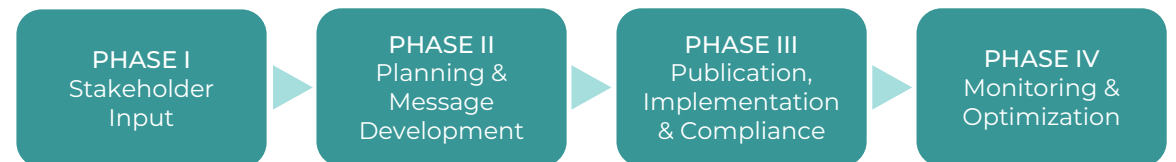
The core of our approach and methodology is insight, which goes beyond mere research and data; insight is human, sparks engaging conversations, and drives action. For AHCCCS, this methodology is meticulously tailored for strict Medicaid compliance while centering the member experience. Discovering actionable insights involves searching for truth, which means we dig deep through research, strategy, data, analytics, demographics, cultural nuances, and more. By combining this insight with motivation, emotion, and strategic design, we create a compelling story that inspires members to take the exact actions they need so they don't lose coverage. The results we deliver are the direct actions that these insights inspire, ensuring AHCCCS meets its critical outreach milestones safely and effectively.

OUR PROCESS TO ACHIEVE YOUR GOALS

LAVIDGE will track, report, and optimize strategies to help AHCCCS meet project goals while maintaining strict timelines and budget oversight. To support the September 1, 2026 public launch, we have developed an accelerated, parallel-track timeline that allows research, creative development, and regulatory approvals to progress simultaneously.

Key elements include:

- Stakeholder Input – Conduct qualitative engagement and stakeholder outreach to gather insights, identify barriers, and inform communication strategies.
- Planning & Message Development – Develop plain-language messaging, creative concepts, and communication frameworks aligned with CMS and AHCCCS requirements.
- Publication, Implementation & Compliance – Execute coordinated deployment across channels while incorporating CMS and AHCCCS requirements.
- Monitoring & Optimization – Continuously monitor performance, engagement, and feedback to refine messaging and optimize campaign effectiveness.



ENGAGING HIGH-RISK POPULATIONS

To ensure the AHCCCS task order achieves its critical goals, LAVIDGE has developed a targeted engagement plan for the state's highest-risk compliance populations. We adopt a dual approach, examining both internal and external factors to find insights that shape our campaign messages.

Risk Stratification Across Diverse Communities

We recognize that engagement messaging must be tailored because members face different risks regarding their ability to meet requirements. While rural areas have higher unemployment rates, urban areas experience higher churn, especially among workers in the gig economy. Therefore, risk stratification will be a highly useful tool. By applying Human Centered Design (HCD), we will develop personas of the various types of at-risk members and tailor our marketing specifically to them.

RESEARCH METHODOLOGY AND TIMELINE

LAVIDGE brings relevant experience to this effort, having successfully reached geographically isolated rural residents and Native American populations during U.S. Census campaigns and Arizona Secretary of State voter education efforts. Whether engaging tribal communities, Hispanic Arizonans, or urban populations, we understand the complexities of Arizona's multicultural markets. We will leverage established community ties, culturally resonant messaging, and proven outreach tactics to ensure all AHCCCS members are informed and prepared.

Insight-Driven Research and Interview Strategy

The core of our approach and methodology is insight. Insight is human, sparks engaging conversations, and ultimately drives action. To shape our outreach messaging, LAVIDGE will lead comprehensive primary research. We will leverage AHCCCS's vital introductions to Medicaid members, healthcare providers, advocacy groups, and Managed Care Organizations (MCOs). MCOs are financially incentivized partners who

do not want to lose members, so they have a vested interest in helping get the word out. We will specifically reach out to MCO and State (DDD) case managers working directly with SMI, DDD, and ALTCS-EPD members. Additionally, we will engage the AZ Association of Health Plans to connect with MCO leadership.

We dig deep to uncover insights through research, conversations, focus groups, and interviews. We establish clear timelines and manage projects efficiently to stay on schedule. To accommodate the strict September 1, 2026, public-facing launch deadline, LAVIDGE is prepared to execute an accelerated research phase. Assuming an award date of June 19, 2026, we will begin immediately and conclude all research activities by July 24, 2026.

June 22 – 26 (Onboarding & Preparation)

- Conduct kickoff meetings; finalize AHCCCS introductions to MCO partners, advocacy groups and providers; draft and approve online survey instruments; begin recruiting for focus groups.

June 29 – July 10 (Active Research Execution)

- Deploy online surveys to targeted member and provider segments; moderate virtual and in-person focus groups with high-risk populations and social workers. Our Healthcare SME will also partner with AHCCCS to facilitate listening sessions directly with members.

July 13 – July 24 (Analysis & Strategy Delivery)

- Synthesize all quantitative and qualitative data; finalize audience insights and HCD personas; deliver the comprehensive strategic messaging plan to inform all subsequent creative and media production.

INSIGHT SYNTHESIS & RECOMMENDATIONS

The core of our approach and methodology is insight, which we recognize is more than just research, data, facts, and figures. For LAVIDGE, insight is human; it sparks engaging conversations and drives action. To effectively guide AHCCCS members through complex policy changes, we must first deeply understand the root causes of their confusion—specifically, answering the critical, personal questions of "Does this apply to me?" and "What do I need to do?"

Discovering a true insight involves searching for truth. We work to uncover insights through strategy, research, conversations, focus groups, interviews, and more. During our active research execution, our preliminary research efforts will be designed to accurately assess awareness and perceptions, analyze data and trends, and discover underlying motivations and attitudes.

UNCOVERING THE ROOT CAUSES OF CONFUSION

- **Virtual and In-Person Focus Groups:** We will actively explore data and engage directly with constituents to understand what motivates our AHCCCS audiences. Through meticulously moderated virtual and in-person focus groups, we will identify exactly where the communication breakdowns occur.
- **Stakeholder Interviews:** By conducting targeted interviews, we adopt a dual approach, examining both internal and external factors to find insights that will eventually shape our campaign messages.

Deliverables: Translating Raw Feedback into Strategy offers insights and guidance, ensuring all campaign functions seamlessly align with client goals and objectives. At the conclusion of the active research phase, LAVIDGE commits to delivering two critical artifacts:

- **Stakeholder Engagement Summary:** As part of our comprehensive stakeholder engagement, LAVIDGE will apply Human-Centered Design (HCD) principles to build detailed personas that summarize the different types of at-risk stakeholders. Our final insights summary report will be directly tailored to these personas,

- ensuring our marketing and communication strategies precisely address the unique barriers, risks, and communication preferences of each group.
- **Insights Summary Report:** A comprehensive synthesis that translates raw, complex feedback from the focus groups into clear, actionable messaging pillars for Phase 2 of the engagement.

SAMPLE PERSONAS

Persona 1: The Urban Gig Worker

- **Profile:** Lives in an urban center with fluctuating income from multiple gig-economy jobs (e.g., rideshare or delivery driver).
- **Compliance Risk:** Experiences high churn. Unpredictable schedules and frequent address changes mean they are at a high risk of missing critical physical mail.
- **Engagement Strategy:** Prioritize mobile-first communications, SMS text alerts, and digital portals for quick, on-the-go compliance updates.

Persona 2: The Geographically Isolated Member

- **Profile:** Resides in a rural or tribal area of Arizona with limited or unreliable broadband internet access.

- **Compliance Risk:** High risk of missing digital-only communications; may face transportation barriers or higher local unemployment rates.
- **Engagement Strategy:** Utilize established community ties, straightforward direct mail, local radio, and accessible phone support to bridge the digital divide.

Persona 3: The Complex Care Member (SMI/DDD/ALTCS-EPD)

- **Profile:** Manages a serious mental illness, developmental disability, or requires long-term care, often relying on a caregiver or state program.
- **Compliance Risk:** Can be overwhelmed by complex administrative requirements and may physically or cognitively struggle to complete new compliance forms independently.
- **Engagement Strategy:** Simplify messaging into plain language and route communications through their trusted MCO case managers and direct care providers to ensure they receive guided assistance.

DEVELOPING THE UNIFIED CAMPAIGN

With Tailored Messaging

While our approach utilizes a unified campaign foundation, we will develop different messaging tailored specifically to the various stakeholders that still threads the common unified message. The stakes for this campaign are incredibly high, and the impact on livelihoods is severe. Without clear, tailored communication, approximately 400,000 people out of 1.8 million (a 20% drop) could lose coverage simply because they do not understand the new administrative and procedural requirements.

AUDIENCE-SPECIFIC EXECUTIONS

Strategy offers insights and guidance, ensuring all functions align with client goals and objectives. While the core campaign is unified, the messaging must be highly tailored. Insight, combined with motivation, emotion, craft, design, art direction, motion, experience, usability, and feel, creates a compelling story that inspires action. We will adapt the master concept to meet the distinct emotional and practical needs of three primary groups:

- **Impacted Members (Action-Oriented):** For those directly subject to the new requirements, the messaging will be highly direct and action-driven. It will plainly answer "What do I need to do?" with clear, urgent, but supportive instructions on updating information or maintaining compliance.
- **Unaffected Members (Reassurance):** To prevent an influx of unnecessary calls and panic, this variation focuses on

peace of mind. The messaging will clearly state that no action is required from them at this time, providing clarity and reassurance.

- **Providers and Staff (Educational):** First responders, social workers, and clinical staff require a different approach. Their execution will be deeply educational, providing the tools, FAQs, and step-by-step guidance they need to effectively answer member questions and facilitate compliance in the field. We will specifically call out and engage Case Managers and Direct Care Workers, as they are essential frontline advocates for our most vulnerable, complex-care members.

Approach to PHE Outreach Materials

While Public Health Emergency (PHE) outreach materials were mentioned in the solicitation as an example, we will not purposefully integrate them into our new deliverables, as they may or may not be relevant. This

current compliance initiative is fundamentally different from the PHE and carries a much bigger impact on members' livelihoods. Therefore, our messaging will be completely fresh, tailor-made, and strictly focused on preventing coverage loss due to administrative hurdles.

By leveraging the established visual language and tone of recent PHE unwinding efforts, we provide members with a sense of continuity. This familiarity reduces cognitive load and mitigates confusion, allowing the new compliance requirements to be understood more easily. Our production team is a key part of creative services, responsible for creating content marketing assets that will harmoniously blend the new unified concept with these trusted historical cues for a variety of mediums.

MESSAGE LIBRARY AND TOOLKITS

As we transition into marketing communication production, we perform detailed planning and execution of each function, including comprehensive creative asset development. This phase focuses on equipping both internal teams and external partners with the exact tools they need to communicate effectively and clearly with AHCCCS members. Crucially, we will partner directly with the AHCCCS OIFA team to co-create messaging, ensuring that the member voice and lived experience are heavily emphasized throughout the campaign.

Plain-Language Message Library

To ensure universal comprehension, we will develop a robust, plain-language, and strictly ADA-compliant message library.

PARTNER EMPOWERMENT: DIGITAL TOOLKITS FOR SCALE

This foundational content will be crafted in both English and Spanish to ensure accessibility, and we will explicitly include American Sign Language (ASL) for any verbal content to support the large population that relies on it. Our diverse multicultural team has deep experience across various markets and channels, meaning we fully understand the complexities of effectively reaching and engaging Hispanic Arizonans. Our specialized production team will be responsible for creating these vital content marketing assets and materials to ensure total clarity.

To maximize the campaign's reach and impact, we will develop purely digital, non-printed toolkits tailored specifically for healthcare providers, Managed Care Organizations (MCOs), and Community-Based Organizations (CBOs). By establishing these functional plans and strategies, we empower trusted community partners to scale the message organically through their own established communication networks without incurring heavy

printing or distribution costs.

Internal Support: Equipping AHCCCS Call Centers

Consistent, direct-to-member communication is critical to minimizing confusion. We will create specific, highly accurate FAQs and talking points exclusively for AHCCCS call center teams. Including AHCCCS throughout this process promotes vital collaboration, idea sharing, and consensus to ensure these internal tools are flawless. During this launch, our account service team manages all functional areas to ensure expectations are met, acting like an orchestra conductor to ensure all internal and external instruments are working together perfectly.

Targeted Outreach: Populations Experiencing Homelessness and SMI

For members experiencing homelessness or Serious Mental Illness (SMI), traditional direct marketing is often ineffective. Our strategy instead focuses on

empowering the professionals who interact with these vulnerable populations daily. By educating first responders, social workers, and community health workers, we turn them into knowledgeable advocates for AHCCCS compliance.

Proposed tactical ideas for this effort include:

- "Train-the-Trainer" Toolkits: Comprehensive digital and physical kits for social service agencies to efficiently train their personnel on the new AHCCCS guidelines. We will also specifically deploy these toolkits to train MCO and state personnel, including MCO case managers and state DDD case managers.
- Quick-Reference Pocket Guides: Durable, easily accessible cards designed for first responders, outlining immediate steps, key compliance dates, and resources for unhoused individuals.
- Dedicated Provider/Social Worker Portal: A mobile-friendly resource hub housing FAQs, downloadable forms, and compliance checklists tailored specifically for field workers assisting SMI populations.

ASSET CREATION & HANDOFF

During the marketing production phase, detailed planning and execution drive the development of all necessary creative assets.

Content and Asset Production

Our production team is an integral part of our creative services and is directly responsible for creating digital advertising, sales and marketing collateral, videos, and a wide array of content marketing assets. We will produce a robust mix of deliverables, including:

- Social media graphics designed for maximum shareability.
- Print-ready flyers and collateral for community partners and providers.
- Short-form videos explicitly optimized for mobile users to quickly convey compliance steps.

To maximize the impact of these assets, our dedicated creative and public relations teams—which include former journalists, strategists, and experts skilled in social media and content creation—will develop the specialized content required for AHCCCS's owned and earned media channels. Grounded in our strategic insights, we ensure clear, consistent messaging across all these required formats.

UI/UX RECOMMENDATIONS AND WEBSITE CONTENT

A critical touchpoint for members will be the existing AHCCCS website. LAVIDGE will provide deep strategic support by designing UI/UX recommendations, optimized landing page content, and step-by-step "How to Comply" digital guides.

Our process utilizes a user-first approach grounded in customer experience (CX) and UI/UX best practices.

We map out user journeys and information architectures that prioritize ease of navigation and absolute content clarity.

Crucially, all digital solutions and recommendations are strictly designed to meet ADA Title III and WCAG 2.2 AA guidelines to ensure total accessibility for all audiences.

Seamless Handoff and Publication Workflow

LAVIDGE's objective is to equip the AHCCCS internal teams with everything they need to execute flawlessly. We establish clear processes for sharing assets, data, and documentation to guarantee a seamless handoff and minimize disruption.

Throughout the creation process, collaboration and approvals are

managed using tools like Ziflow, which provides the AHCCCS team with a real-time dashboard of current work in progress. Accessible across both PC and mobile devices, Ziflow empowers the AHCCCS team to easily review content, share feedback, and automatically track version histories in a single, secure environment, ensuring that only the final, fully approved messaging ever reaches the public.

Once all materials are finalized and approved, LAVIDGE meticulously packages and transfers all final assets and rights directly to AHCCCS. This workflow ensures that your internal web and social media teams receive fully completed, compliant files ready for publication.

Implementation & Vendor Coordination

LAVIDGE ensures seamless coordination across agency staff, contractors, and external partners through a structured, transparent approach. We prioritize cross-partner integration, which involves active collaboration with other contractors to align scopes, coordinate timelines, and ensure cohesive execution. For this specific AHCCCS initiative, our dedicated

Account/Project Manager will work closely with your existing vendor partners—most notably the eligibility system vendor and internal project management vendors. This precise coordination is critical to ensuring our outreach efforts complement existing workflows and explicitly prevents the deployment of overlapping or duplicate communications, such as sending a campaign-driven SMS to a member who just received a system-generated SMS.

Strict compliance and accountability are paramount when dealing with Medicaid communications. We establish clear workflows, defined roles, and centralized documentation to provide complete visibility into deliverables, approvals, and dependencies. To guarantee complete audit readiness for the State, LAVIDGE will maintain rigorous version control documentation alongside a highly detailed publication log. All documentation is actively managed to ensure full accountability and verification of every asset produced.

STRATEGIC PUBLIC RELATIONS

Leveraging the foundational research and creative briefs established in earlier phases, our public relations team will execute targeted media outreach to generate meaningful coverage and engagement. Our approach integrates messaging, media relations, content development, and crisis communications to ensure the AHCCCS Medicaid changes are clearly understood by the public.

Media Relations & Spokesperson Outreach

To humanize the policy changes and provide clarity, we will actively pitch designated AHCCCS spokespersons to local and regional media outlets. Our team manages relationships with media, coordinates interviews, and supports spokesperson readiness through dedicated training and coaching. This proactive engagement ensures that your leaders serve as the definitive, credible voices on these critical Medicaid updates.

COMMUNITY RELATIONS & MULTICULTURAL OUTREACH

We foster partnerships with community and government stakeholders to extend reach and credibility. Successfully reaching Arizona's diverse populations requires culturally informed communication; LAVIDGE develops outreach strategies rooted in insight, not translation alone. As we have successfully done for other state clients, we will deploy culturally relevant messaging that reflects local priorities and execute robust Spanish-language media outreach across regional and broadcast outlets to build trust.

Real-Time Crisis Communications

When dealing with sensitive healthcare and eligibility changes, speed and clarity are essential. In crisis situations or moments of public confusion, we

provide real-time support, developing responsive messaging and managing communications as situations evolve. Our crisis protocols include:

- Immediate situation assessment and risk evaluation
- Drafting and distribution of statements across press, web, and social channels
- Ongoing message refinement as facts evolve to protect public trust

Measurement via PR Tech Stack

To ensure full accountability and measurable impact, performance is tracked through real-time dashboards. LAVIDGE uses a modern PR tech stack to monitor media coverage, track engagement, and measure impact across earned, owned, and social channels. Our fully

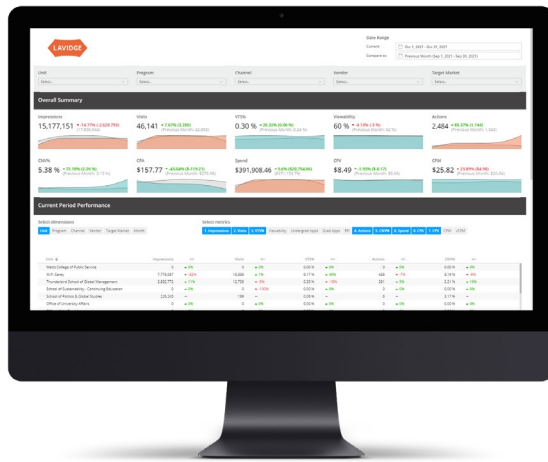
integrated toolkit includes:

- Muck Rack: For media intelligence, journalist insights, and outreach management.
- Cision/PR Newswire: For press release distribution and coverage reporting.
- Similarweb: For competitive website traffic and referral analysis.



DRIVING RESULTS

Strategy only matters if it drives results, which is where "Action" comes in. A critical element of our planning process is determining exactly what success looks like at the outset and putting the necessary metrics in place to measure against it. For AHCCCS, this means tracking not just media delivery, but actual constituent action and operational impact.



Sample media dashboard

DEFINING SUCCESS: ALIGNING KPIs

To ensure the campaign achieves AHCCCS's core objectives, we will align our performance tracking directly with your defined success metrics. We continuously measure and optimize these indicators to ensure effectiveness:

- **Reach:** Tracking impressions, channel delivery, and penetration among the 429,000 specific adults subject to the new requirements.
- **Engagement:** Monitoring click-through actions, social interactions, website portal visits, and resource downloads from the digital toolkits.
- **Understanding:** Leveraging survey mechanisms and focus group feedback to validate that members and providers clearly comprehend "What do I need to do?"
- **Behavior Change:** Tracking the ultimate goal—the rate of members successfully updating their information and maintaining compliance.

Operational Validation

Marketing metrics must translate to real-world agency impact. Beyond standard media tracking, LAVIDGE will work closely with AHCCCS to

validate campaign success against key operational metrics. By correlating our outreach flights with your internal data, we can validate success through:

- **Reduced Call Center Volume:** Fewer confused constituents calling for basic explanations.
- **Lower Error Rates:** Higher accuracy in the compliance documentation submitted by members.
- **Increased Processing Efficiency:** Streamlined workflows for AHCCCS staff due to proactive, clear public education.
- **Offline Attribution Tracking:** Correlating physical direct mail drops with localized spikes in AHCCCS call center volume and form submissions, while utilizing trackable QR codes, vanity URLs, and return-mail rates to measure paper campaign effectiveness.

Reporting Cadence & Custom Dashboards

LAVIDGE provides transparent, real-time reporting through custom dashboards that track KPIs, channel performance, and ROI. We develop customized performance dashboards to track and measure

media effectiveness throughout the entirety of the campaign.

To keep all parties aligned, we establish a strict "cadence of accountability" so all stakeholders understand the ongoing communication and performance. The LAVIDGE account team will establish an ongoing cadence to monitor your organization and its ongoing projects proactively:

- **Daily:** Providing 24/7 access to shared results via the dashboard, managing day-to-day communication, and addressing immediate needs.
- **Weekly:** Hosting status calls and meetings to discuss current project status, review campaign performance, and analyze active test results.
- **Monthly & Campaign-Specific:** Delivering comprehensive monthly recaps, formal campaign measurement, and ongoing stewardship reporting.

AGILE ADJUSTMENT

To ensure your campaign remains highly effective and accurate in a rapidly changing environment, LAVIDGE utilizes an agile, evidence-based methodology. We track, report, and adjust strategies to meet your goals, ensuring that initial organizational objectives are continually reflected in the daily execution and optimization of the campaign.

Real-Time Monitoring & Misinformation Management

Performance is actively monitored and refined based on audience engagement, channel effectiveness, and conversion behavior. To catch misinformation quickly and protect the integrity of the AHCCCS rollout, LAVIDGE leverages real-time dashboards and regular reporting that measure KPIs, earned media impact, and overall effectiveness. By actively monitoring social media sentiment, media mentions, and website traffic, we can quickly identify points of confusion. In crisis situations or when misinformation spreads, we provide real-time support, developing responsive messaging and managing communications as situations evolve.

STRUCTURED A/B TESTING

We do not rely on assumptions. Instead, we prioritize available information to initiate progress, validate assumptions through early testing, and refine strategies through ongoing collaboration. To continually optimize the campaign, LAVIDGE executes structured A/B testing across various creative elements, including subject lines, visual treatments, and calls to action. Our team leverages platform tools and data insights to adjust targeting, placements, and budget allocation

in real time, maximizing efficiency and improving outcomes throughout the campaign lifecycle. These insights are closely monitored, and we host weekly calls to review campaign performance and test results with your team.

Agile Course Correction

As regulatory guidelines shift or new constituent questions arise, flexibility is paramount. Insights are used to continuously refine strategy and optimize outcomes. Whether

pivoting messaging based on new CMS feedback or adjusting tactics in response to emerging call-center trends, our agile approach ensures we can adapt seamlessly. Regular status meetings, clear communication, and iterative planning ensure the project remains on track while adapting to changing needs, without compromising timelines or outcomes.

	AUDIENCES	INVESTMENT	CHANNELS	CREATIVE	PLACEMENTS
To be tested	Audience Segmentation 1P and 3P sources	Spend-levels and thresholds	Platforms (each) Channel mix	Creative to audience mix	Placement mix
To be measured	Reach Frequency Engagement Conversion Cost pers	Reach Frequency Engagement Conversion	Reach Frequency Engagement Conversion Cost pers	Engagement Conversions Cost pers	Engagement Conversions Cost pers

PROPOSED TIMELINE & CRITICAL PATH

LAVIDGE will track, report, and optimize strategies to help AHCCCS meet project goals while maintaining strict timelines and budget oversight. To support the September 1, 2026 public launch, we have developed an accelerated, parallel-track timeline that allows research, creative development, and regulatory approvals to progress simultaneously.

Key elements include:

- 60-Day CMS Approval Window – Core messaging and plain-language content submitted in early July to align with CMS review requirements.
- Built-In AHCCCS Review Cycles – Agile 1–2 week review periods for stakeholder feedback and approvals.
- Parallel Workstreams – Research, messaging, and creative development advance concurrently to ensure compliance and on-time deployment.

VISUAL SCHEDULE

Phase 1: Insight & Research (June 22 – July 24)

- In this phase, we assess awareness and perceptions, analyze data and trends, and discover motivations and attitudes. We uncover what truly motivates our audiences, finding insights that shape our campaign messages.

Phase 2 & 3: Concepting, Production, and Toolkit Creation (July 25 – August 21)

- Moving rapidly from research into marketing communication production, we perform detailed planning and execution of each function, including comprehensive creative asset development and foundational public relations work.

Phase 4: Handoff, Launch, and Ongoing Monitoring (August 21 – September 1 & Beyond)

- As the campaign approaches the September 1 launch, the account service team manages all functional areas to ensure timelines and expectations are being met both internally and externally. Account service acts like an orchestra conductor,

ensuring all instruments are working together perfectly for the launch of the campaign. Post-launch, we immediately pivot to tracking and measurement, monitoring performance and creating dashboards to provide real-time KPIs.

Timeline	Project Phase	Key Deliverables & Milestones
June 22 – July 24	Phase 1: Insight & Research	Kickoff; Launch online surveys; Conduct virtual/in-person focus groups; Deliver Stakeholder Engagement & Insights Summary Reports.
July 1 – Sept 1	Regulatory Approval Track	Submit foundational compliance messaging to CMS to initiate the required 60-day approval window.
July 25 – August 7	Phase 2: Campaign Concepting	Develop the unified master concept; Adapt messaging for impacted members, unaffected members, and providers.
August 8 – August 21	Phase 3: Asset & Toolkit Creation	Produce digital toolkits, plain-language message library, social graphics, mobile videos, and UI/UX recommendations.
August 21 – August 28	AHCCCS Internal Reviews	1–2-week buffer for AHCCCS leadership and internal teams to review, refine, and approve all creative and operational assets.
August 25 – August 31	Asset Packaging & Handoff	Finalize versions in Ziflow; Transfer all packaged, approved assets to AHCCCS internal web and social media teams.
September 1, 2026	Phase 4: Campaign Launch	Public-facing communications go live across all channels.

2.

Pricing

[< Table of contents](#)



Agency pricing overview and fee structure

PRICING OVERVIEW

Agency fees and budget estimates are based on staff time required to plan and implement the approved scope of work developed in collaboration with you.

We use the Arizona State Contract rates that LAVIDGE is covered under.

We use media a commission structure to complete client engagement. This model type works well for clients with defined work scope and annual budgets. The retainer is reconciled quarterly based on activity.

For project-based clients, we estimate individual assignments based on client requirements and charge time and materials or a fixed project fee.

LAVIDGE is currently awaiting State Contract approval for solicitation number BPM007365.

FEE STRUCTURE

Strategy and Creative Services

Marketing strategy and account planning	\$132/hour
Digital strategy and services	\$132/hour
Creative/content development	\$132/hour
Design and marketing services	\$132/hour
Public relations	\$132/hour
Technology services and development	\$132/hour
Creative production	\$132/hour

Media Buying and Planning

Mass “traditional” media buying and planning	11%
Digital media buying, planning, and analytics	\$132/hour

Other Costs

Third-party costs pass-through fee	0%
Mileage and long-distance travel	Cost

PRICING

**BUDGET
CONSIDERATIONS**

Agency fees and budget estimates are based on the staff time required to plan, execute, and monitor the approved scope of work. The total budget for this project is \$750,000.00.

Agency services are billed against a monthly retainer utilizing our blended, statewide contracted rate of \$132 per hour. To meet the strict September 1, 2026, public launch, our pricing is phased to support a heavy upfront workload for research, creative concepting, and asset production, before transitioning into a consistent maintenance and public relations cadence.

BREAKDOWN BY PHASE & DELIVERABLE

Project Phase	Dates	Key Deliverables & Milestones	Allocated Budget
Phase 1: Insight & Research	June 22 – July 24	<ul style="list-style-type: none"> Kickoff and launch of online surveys Conduct virtual and in-person focus groups Deliver stakeholder engagement summary 	<p>\$215,000</p> <p><i>Includes ~\$150,000 research hard costs and \$65,000 agency fees.</i></p>
Phase 2: Campaign Concepting	July 25 – August 7	<ul style="list-style-type: none"> Develop unified master concept Adapt messaging for impacted members, unaffected members, and providers Submit foundational compliance messaging to CMS 	\$85,000
Phase 3: Asset & Toolkit Creation	August 8 – 28	<ul style="list-style-type: none"> Produce digital toolkits and plain-language message library Develop social graphics, mobile videos, and UI/UX recommendations 1-2-week buffer for AHCCCS Internal Reviews 	\$125,000
Phase 4: Campaign Launch and Ongoing Messaging	August 25, 2026 – June 30, 2027	<ul style="list-style-type: none"> Finalize versions in Ziflow and hand off packaged assets Sept 1, 2026: Public-facing communications go live Track and measure KPIs via real-time dashboards Dedicated Public Relations outreach and earned media management 	<p>\$325,000</p> <p><i>Includes \$125,000 SMS/Text Hard Cost, \$14,000 per month PR retainer and \$60,000 agency services.</i></p>
TOTAL			\$750,000

3.

About LAVIDGE

[< Table of contents](#)





LAVIDGE is an independent, full-service marketing and communications agency that helps brands make an impact through clear strategy, bold creativity, and meaningful connections. We partner with clients to solve real business challenges by leveraging human insights that engage and evoke consumer action.

With deep experience in Arizona and specifically in the healthcare, public health and nonprofit categories, we understand what motivates and drives consumer decision-making.

Headquartered in Phoenix since 1982, we're proud to be Arizona's first employee-owned agency, where every team member is personally invested in our clients' success.

VISION
Better work through deeper connections.

MISSION
To grow brands and grow people by fostering relationships, providing smart guidance, pursuing great work and being accountable.



SERVICE OFFERINGS



STRATEGY

Uncover
Insights

- Branding
- Go-to-market strategies
- Management consulting
- Marketing sciences
- Research
- Strategic planning



INNOVATION

Adapt for
the future

- AI acceleration
- Business model innovation
- Digital transformation
- Marketing technology
- Product discovery



CREATIVE

Stories that
inspire

- Campaigns
- Collateral
- Content marketing
- Experiential
- Multicultural
- Sales-enablement
- Video and motion graphics



MEDIA

Awareness
drives action

- Agency trading desk
- Attribution and advanced analytics
- Broadcast media
- Digital media
- Media mix modeling
- Media strategy, buying and planning
- Performance media



DIGITAL

Activate and
connect

- App development
- Content strategy
- Customer data platforms
- CX/UX
- Marketing automation
- SEO
- Websites



PR

Enhance
perceptions

- Community outreach
- Crisis management
- Influencer outreach
- Media relations
- Publicity
- Special events
- Social media content and influencer
- Thought leadership

HEALTHCARE CATEGORY EXPERIENCE

LAVIDGE brings decades of healthcare marketing experience, partnering with national, regional, and Arizona-based healthcare organizations to build awareness, drive behavior change, and improve engagement. Our work spans health plans, provider networks, hospitals, public health initiatives, senior living, and wellness organizations, giving us deep insight into Arizona's diverse healthcare landscape.

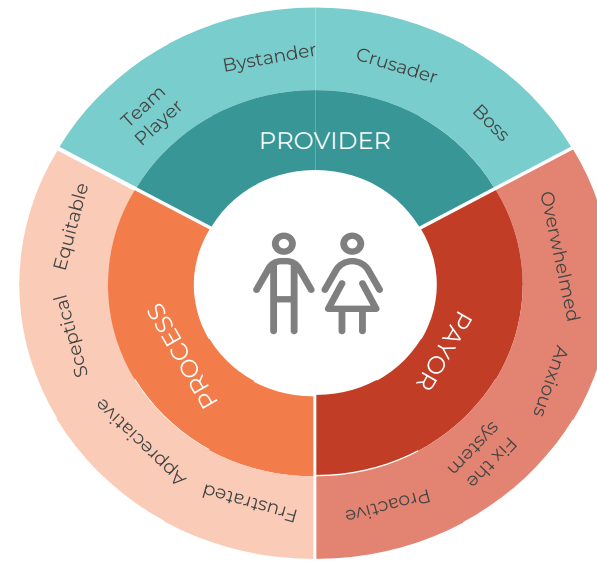


LAVIDGE HEALTHCARE MARKETING 360°

In today's rapidly innovating healthcare market, connecting with patients is everything. Our Healthcare Marketing 360° segmentation is built on a decade of proprietary research to ensure your message resonates.

We provide a deep understanding of consumer needs and motivations across the entire patient journey, allowing you to:

- Connect: Deliver the right message at the right time.
- Optimize: Maximize limited budgets with precision targeting.
- Innovate: Support digital transformation with personalized experiences.
- Grow: Break through conversion rate optimization ceilings.



OUR PUBLIC HEALTH AND GOVERNMENT EXPERIENCE

With over a decade of experience leading statewide public health campaigns, LAVIDGE has deep experience gaining insights that drive strategies to inform, educate, and inspire change.

For Department of Economic Security (DES) Division of Developmental Disabilities (DDD), we conducted statewide research to educate key audiences and transition members to the new DDD Choice Plans.

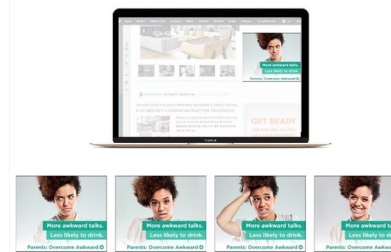
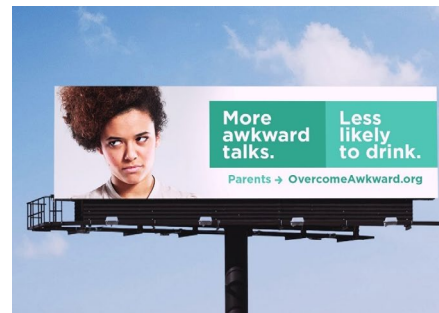
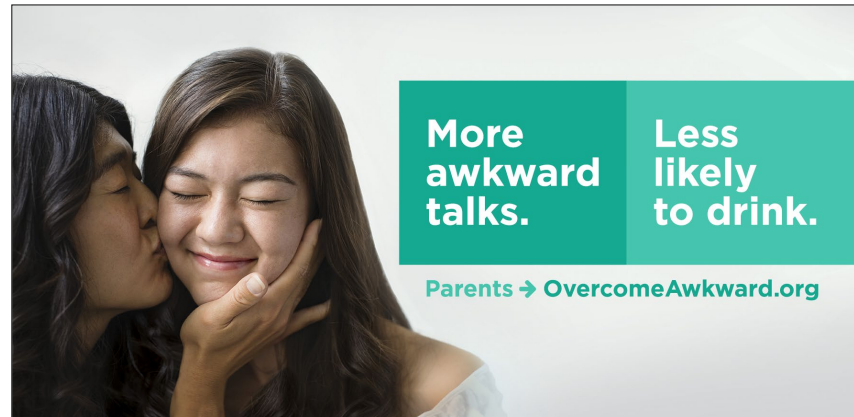
We created Arizona's *Unvape Generation* campaign for Arizona Department of Health Services, delivering 25+ million impressions through teen-focused content, digital media, and grassroots outreach.

For the Arizona Governor's Office of Youth, Faith and Family, we led a five-year initiative addressing underage substance use through parent-teen engagement.

We also executed a multilingual voter education campaign for the Arizona Secretary of State, generating 6.7 billion combined impressions.



Division of Developmental Disabilities marketing and communications messaging for transition to DDD Choice Plans



Arizona Governor's Office of Youth, Faith and Family (Parent and Youth-Focused Campaign)



Arizona Governor's Office of Youth, Faith and Family (Proposed Campaign)

ABOUT LAVIDGE

OUR EXPERIENCE WITH MULTICULTURAL CAMPAIGNS

LAVIDGE has extensive experience developing multicultural campaigns that resonate across language, culture, and community.

For government agencies like the Arizona Department of Health Services and Arizona Secretary of State, to public companies like Arizona Public Service, Sonora Quest Laboratories, and SimonMed, we create inclusive strategies that build trust and drive action.

We go beyond translation, using transcreation and cultural insights to ensure relevance and impact. Our campaigns have reached Spanish-speaking, Indigenous, and underserved populations statewide through linguistically appropriate messaging, accessible design, and targeted media.

We bring the cultural fluency and expertise needed to engage Utah's diverse communities authentically and effectively.

2020 Census

Shape your family's future.

Responding to the census ensures Arizona hospitals and roads, education, healthcare matter to families. Respond to the census. Be counted. Arizona! Respond online, by phone or in person.

Respond online at azcensus2020.gov
Telephone Display Service for hearing impaired: 1-844-467-2020

Censo 2020

Responde al censo para tu familia.

Responder al censo garantiza que tendremos los recursos necesarios para nuestras escuelas, atención médica, programas de almuerzo escolares, y servicios que son importantes para las familias. Responde al censo y cuenta a todos los que viven en tu hogar. El censo es seguro y tu información no será compartida con ninguna agencia federal o local, excepto con el consentimiento de la persona. Responde en línea, por teléfono o en persona.

Responde en línea en azcensus2020.gov
Por teléfono en: 1-844-467-2020
Servicio de visualización telefónica para personas con discapacidad auditiva: 1-844-467-2020

ARIZONA
United States
Census
2020

Estamos aquí. Contamos.

Latinos y el censo >

ARIZONA
United States
Census
2020

Estamos aquí. Contamos.

Latinos y el censo >

ARIZONA
United States
Census
2020

Help tribal communities get needed funding.

Your help is needed to make sure Indian country is accurately represented during the 2020 Census. Currently, we are under counted. The census happens only every 10 years, so your response today means funds for the future. If you received a form in the mail, complete it and mail it back today. Also, census workers are now in our communities knocking on doors to help. Responding to the census means:

- More than \$3,000 per person every year
- Funding for healthcare, housing, education, roads and much more
- Fair representation for Indian country

Take the census now. Call 844.330.2020, or go online to my2020census.gov.

ARIZONA
United States
Census
2020

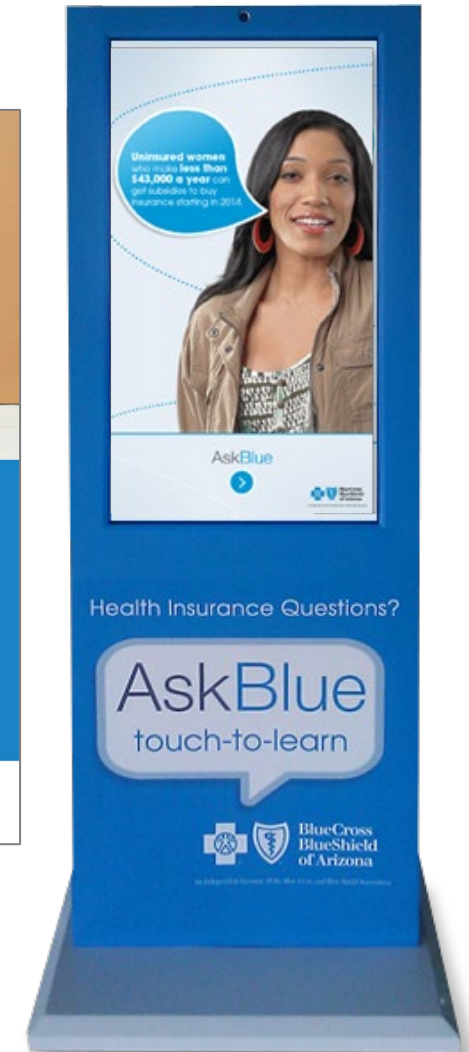
Arizona Complete Count Committee (2020 Census)

SIMPLIFYING THE AFFORDABLE CARE ACT

When the Affordable Care Act was introduced, consumers were overwhelmed by complex regulations, evolving requirements, and uncertainty about how healthcare reform would impact them.

LAVIDGE partnered with Blue Cross Blue Shield of Arizona to develop the integrated “Ask Blue” campaign, positioning BCBSAZ as a trusted source for answers and guidance. The campaign spanned advertising, digital, and experiential channels, including innovative interactive kiosks that delivered personalized responses based on each user’s demographic profile and healthcare needs.

By simplifying complex information and providing tailored guidance, the campaign increased awareness, engagement, and confidence during a period of significant healthcare change.



EDUCATING PATIENTS ABOUT DIRECT TESTING

For more than a decade, LAVIDGE has partnered with Sonora Quest Laboratories to help expand its role from a physician-directed laboratory provider to a trusted consumer health resource.

Following Arizona legislation allowing consumers to request lab testing without a physician's order, LAVIDGE leveraged consumer research to help launch My Lab Request, introducing Sonora Quest's first direct-to-consumer offering.

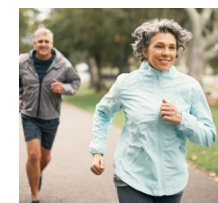
Since then, we have developed integrated campaigns targeting diverse populations and spanning advertising, media, digital, and public relations, including statewide COVID-19 testing awareness efforts.

Our partnership continues to support new consumer health offerings informed by ongoing research and evolving patient needs.




Just what the patient ordered.
Lab tests without a doctor's request.

SonoraQuest.com 



There's a test for that.
Get lab tests without a doctor's order.

SonoraQuest.com 


Colorectal cancer screening without a colonoscopy.
Order your own BeScreened™-CRC blood-based test >

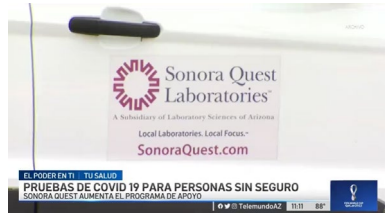
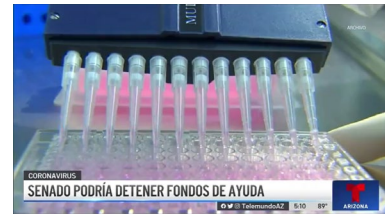
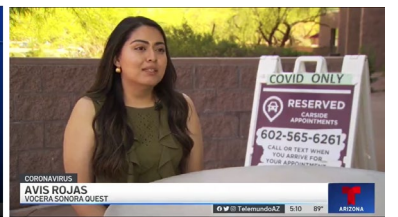
 

Order your own COVID-19 testing.

You want to get tested, but where and how? For our patients' safety and convenience, Sonora Quest offers options to request COVID-19 testing and schedule appointments based specifically on your symptom status. In many cases, insurance can be billed for testing with no out-of-pocket costs. All this from Arizona's trusted leader in COVID-19 testing.

Learn more about ordering and scheduling your own COVID-19 testing at [SonoraQuest.com](https://www.SonoraQuest.com).



Example: Hispanic marketing earned media for Sonora Quest

UNVAPE GENERATION: CAMPAIGN

For the past five years, LAVIDGE has developed and executed the award-winning “Unvape” campaign for the Arizona Department of Health Services. This teen-focused campaign uses positive messaging, along with agency-created and peer-generated content across YouTube, Snapchat, and OTT platforms.

LAVIDGE has partnered on grassroots outreach, integrating community groups, AV clubs, and teachers to boost contest participation and message credibility.

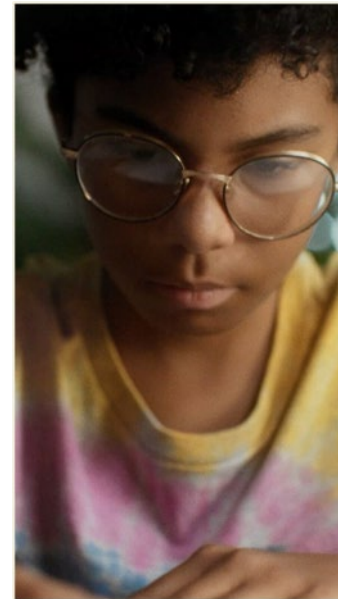
The team developed the ongoing campaign strategy using proprietary behavioral research to inform messaging around safety myths, peer pressure, and mental health factors.

RESULTS

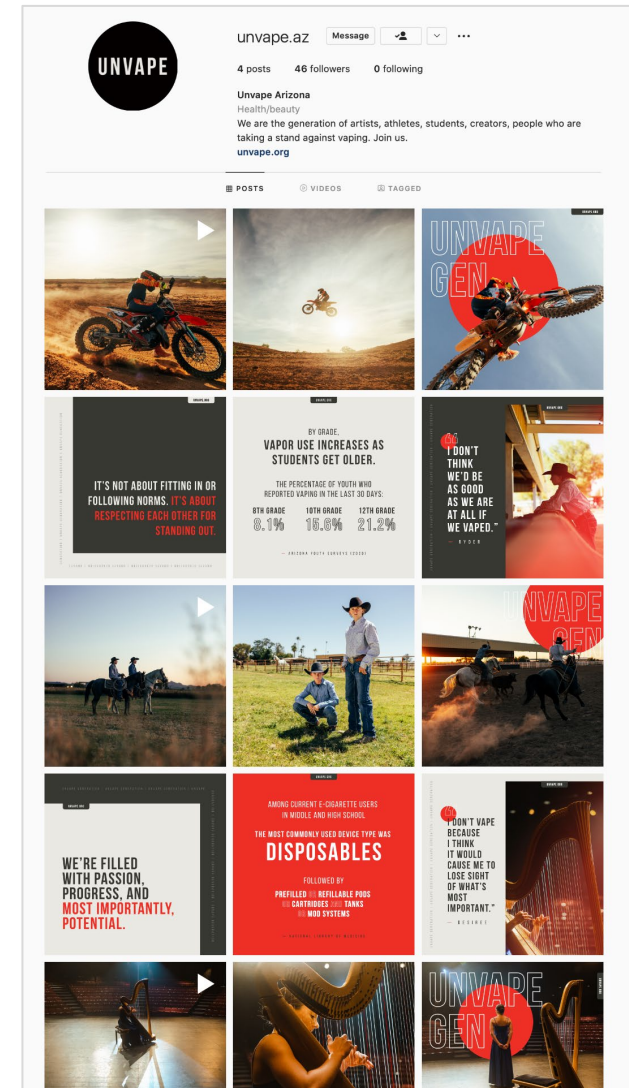
The effort has resulted in over 25.6 million impressions, exceeding benchmarks on all social platforms.



[Watch the video here](#)



[Watch the video here](#)



TEAM LEADERS



BOB CASE

CREATIVE

**Co-President and
Chief Creative Officer**

Named first "Creative Director of the Year" by Phoenix Ad Club

For 25 years, Bob has shaped LAVIDGE's creative vision, delivering results-driven campaigns that resonate with audiences. As Co-President and Chief Creative Officer, he leads a top-tier creative team while bringing hands-on expertise in art direction, animation, and illustration to every project.



STEPHEN HEITZ

MEDIA, DIGITAL, INNOVATION

Chief Innovation Officer

Named PBJ's CIO of the Year, Innovator of the Year, and Forbes "Best of the Web"

With 20 years at LAVIDGE, Stephen leads innovation through digital strategy, AI, data science, and media attribution expertise. As Chief Innovation Officer, he drives transformative solutions that optimize marketing performance, enhance user experience, and support digital transformation for clients.



TIM TRULL

STRATEGY, RESEARCH

Chief Strategy Officer

ASU MBA, former agency general manager and strategy consultancy owner

For over 20 years, Tim has led strategic initiatives at LAVIDGE, overseeing the strategy and research teams to deliver data-driven insights and actionable solutions. As Chief Strategy Officer, he ensures client needs are met through innovative strategies and seamless collaboration with internal and external resources, driving meaningful results.



STACEY JOHNES

PUBLIC RELATIONS

**Managing Director,
Public Relations**

Public relations maven leading comms for global brands

Stacey is a senior communications executive with expertise in shaping strategy, media relations, and brand reputation for challenger and global brands across sectors. She has a proven track record of delivering high-impact executive visibility, thought leadership and consumer programs that put clients on the map and turn awareness into evangelism.

KEY TEAM MEMBERS



HILLARY PEABODY

Medicaid Expert

With more than 15 years of executive healthcare leadership, Hillary specializes in transforming complex systems and designing equity-centered programs across Medicaid, public health, and behavioral health. She has led major initiatives with federal and state agencies, including AHCCCS and the U.S. Department of Veterans Affairs, delivering operational, policy, and community-focused solutions that improve access, strengthen partnerships, and drive measurable impact.



SABRINA NORRIS

Client Service Director

For over 15 years, Sabrina has built and maintained strong client relationships at LAVIDGE while leading account teams to deliver seamless project execution. She ensures efficient workflow, resource management, and budget oversight, all while tracking and reporting campaign performance to drive profitability. Known for a no-nonsense approach, Sabrina is dedicated to helping clients achieve their goals with measurable success.



KRISSY GREENBERG

Digital Strategy Supervisor

With seven years at LAVIDGE, Krissy brings expertise in digital strategy, account management, and project execution to deliver impactful, on-time, and on-budget results. She leads website development, social media management, and digital campaigns while developing and implementing marketing programs tailored to client goals. Her leadership ensures quality, efficiency, and measurable outcomes.



JOHN ZAPF

Creative Director

For the past 12 years, John has shaped creative strategies and crafted compelling campaigns for clients like Arizona State University, APS, and United Rentals. As Creative Director, he conceptualizes and writes for projects spanning print, broadcast, digital, and emerging technologies. His expertise lies in transforming strategic objectives into impactful, award-winning work that resonates with audiences.

CONTACT INFORMATION

Sean Rogers
Managing Director, Growth & Strategy
srogers@lavidge.com
480.231.5088

LAVIDGE
2777 E Camelback, Ste 300
Phoenix, AZ 85016
lavidge.com

