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June 2, 2026

Ms. Tiffanie Blanco

Purchasing Manager
AHCCCS Procurement Office
150 N. 18th Ave
Phoenix, AZ 85007

RE: Task Order Response — YH26-0082 for H.R. 1 Community Engagement & Medicaid Work Requirements Communications

Dear Ms. Blanco,

Riester Sonoran, LLC is pleased to submit this response to AHCCCS Task Order YH26-0082 under our Statewide Marketing Services contract CTR056866.

The H.R. 1 community engagement requirements represent one of the most consequential changes to Medicaid in a generation. Beginning January 1, 2027, hundreds of thousands of Arizona Medicaid members will face new obligations around work and community engagement, six-month eligibility redeterminations, and address maintenance requirements. The stakes are straightforward: members who don't understand what's required of them, or who can't navigate the compliance process, risk losing their health coverage.

Riester understands that AHCCCS's objective is not simply to communicate policy changes, but to protect eligible Arizonans from inappropriate coverage loss. Every message, every notice, every creative asset Riester develops under this task order will be designed to make compliance as clear and achievable as possible for the members who need it most.

To ensure the accuracy of all policy-substantive content, Riester has partnered with Aurrera Health Group, a nationally recognized, women-owned Medicaid policy and strategic communications consulting firm. Aurrera Health is currently advising multiple states on H.R. 1 community engagement implementation and brings deep expertise in CMS guidance interpretation, member notice requirements, and compliance pathway communications. Aurrera Health's role as Riester's subject matter expert will ensure that every deliverable submitted for AHCCCS and CMS review is technically precise.

Riester brings more than three decades of experience developing public health and government communications campaigns that reach diverse, underserved, and hard-to-reach populations. In fact, years ago Riester supported the launch of AHCCCS' KidsCare program with a bi-lingual campaign that generated awareness among eligible families and enrollment for children across the state. More recently, in 2021 Riester helped AHCCCS create and implement its successful Marijuana Misuse & Abuse campaign "Save the Brains," and in 2022 Riester thoughtfully created and implemented the "Talk Heals" campaign to help prevent Substance Use Disorder among Arizona teenagers.

Riester has also created social behavior change campaigns for the CDC, FDA, the White House Office on National Drug Control Policy, the U.S. Department of Health and Human Services, and multiple state health departments. From the national methamphetamine awareness campaign licensed by the White House for nationwide use, to statewide tobacco prevention and cessation, to the 2020 U.S. Census outreach that helped Arizona count its hard-to-reach and Spanish speaking populations. Riester's team has a proven record of translating complex public health policy into clear, culturally responsive, multilingual messaging that drives action.

Please read on and know that the Riester/Aurrera Health team would be honored to support AHCCCS in this critical work.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Tim Riester', is positioned below the text 'Respectfully,'.

Point of contact for this response:

Tim Riester, CEO
3344 E. Camelback Road
Phoenix, AZ 85018
Direct phone: 602-462-2261 (Tim's assistant is Leigh Ann Taylor)
Email: triester@riester.com

Section 2: Pricing Proposal

Pricing Summary by Phase

Riester’s pricing is in accordance with Riester’s current Statewide Marketing Services contracted labor rates and is inclusive of all costs associated with the provision of service.

Phase 1: Stakeholder Input

Line Item	Estimated Hours	Rate	Outside Costs	Estimated Cost
Project management and coordination	46	\$147	0	\$6,762
Stakeholder input plan development	23	\$147	0	\$3,381
Facilitation logistics and execution	161	\$147	\$32,250	\$55,917
Discussion guide	46	\$147	\$3,500	\$10,262
Digital research tools	23	\$147	\$500	\$3,881
Insights report & presentation	161	\$147	\$8,500	\$32,167
Phase 1 Subtotal				\$112,370

**Phase 2: Planning & Message Development**

Line Item	Estimated Hours	Rate	Outside Costs	Estimated Cost
Communication strategy and framework	45	\$147	\$3,000	\$ 9,615
Creative concept development and direction	100	\$147	0	\$14,700
Message library copywriting and adaptation	80	\$147	\$15,000	\$26,760
Creative assets, design up to 25 English with cost for imagery	180	\$142	\$13,000	\$38,560
Creative assets, design up to 8 Spanish with cost for imagery	60	\$142	\$7,000	\$15,520
Instructional videos in English & Spanish	150	\$142	\$20,000	\$41,300
Provider/partner toolkit design and layout	120	\$142	0	\$17,040
CMS Notices & Web landing page development	180	\$147	\$9,000	\$35,460
Social media campaign planning	25	\$142	0	\$3,550
Earned media strategy and press materials	50	\$142	0	\$7,100
Cultural adaptation for Spanish language	60	\$147	0	\$8,820
Phase 2 Subtotal				\$218,425

**Phase 3: Publication, Implementation & Compliance**

Line Item	Estimated Hours	Rate	Outside Costs	Estimated Cost
Publication calendar and deployment planning	25	\$142	0	\$3,550
Content formatting, packaging & printing	160	\$142	\$25,000	\$47,720
Channel deployment and coordination	100	\$142	0	\$14,200
Social media publishing and management	120 (based on 10 months)	\$142	0	\$17,040
Earned media publishing and management	100 (based on 10 months)	\$142	0	\$14,200
Net Media cost and commission	138	13%	\$150,000	\$169,500
Email/SMS campaign execution	200	\$147	0	\$29,400
Compliance reporting and documentation	50	\$147	\$14,700	\$22,050
Version control and publication log	60	\$142	0	\$8,520
Ongoing content updates	120	\$142	\$15,000	\$32,040
Phase 3 Subtotal				\$358,220



Phase 4: Monitoring & Optimization

Line Item	Estimated Hours	Rate	Outside Costs	Estimated Cost
KPI framework and dashboard development	25	\$147	0	\$3,675
Monthly performance reporting	80	\$147	0	\$11,760
Real-time monitoring and alerts	120	\$147	0	\$17,640
Optimization recommendations	120	\$147	\$10,000	\$27,640
Phase 4 Subtotal				\$60,715

Total

Component	Estimated Cost
Phase 1	\$112,370
Phase 2	\$218,425
Phase 3	\$358,220
Phase 4	\$60,715
Total	\$749,730

Invoice Schedule

Riester recommends monthly invoicing in arrears, with invoices submitted by the 15th of the following month. Each invoice will include a description of services performed, hours worked by phase, and supporting documentation for any pass-through costs. Invoices will reference Riester's Statewide Contract number, Task Order number, and Purchase Order number.



Section 3: Experience and Capacity of the Firm and Key Personnel

3A. Firm Overview

Riester

Riester Sonoran, LLC (dba “Riester”), is a full-service advertising, marketing, and public relations agency headquartered in Phoenix, Arizona, with offices in Los Angeles and Park City, Utah. Founded in 1989, Riester has nearly four decades of experience developing integrated communications campaigns for government agencies, healthcare organizations, tourism destinations, gaming and hospitality clients, and higher education institutions. Riester has been recognized by Advertising Age as one of “20 Ad Agencies to Watch in America” and by Forbes as one of the “Top 100 Global Ad Agencies that Know Social Media and Google,” and is one of Google’s Premier Partners, its highest level of partnership status.

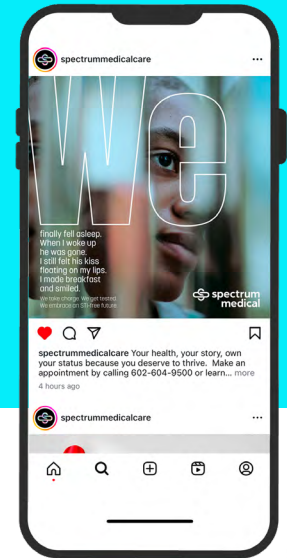
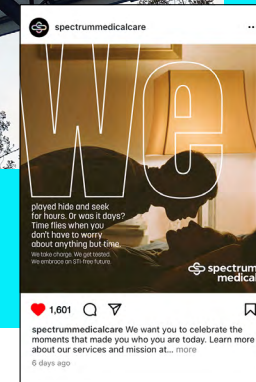
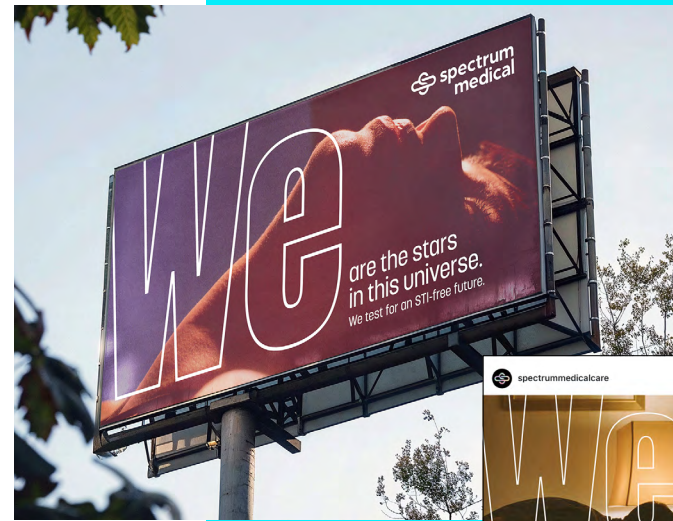
Riester was founded on the belief that smart, engaging creativity can shape human behavior. That philosophy has driven the firm’s specialty in social behavior change campaigns for government agencies and publicly focused organizations. Riester has helped prevent youth tobacco initiation, motivated people who use tobacco to quit, assisted in changing policies and passing laws to reduce tobacco use, created national HIV/AIDS public education campaigns, led COVID-19 crisis communications, and developed statewide opioid awareness campaigns. Using quantitative and qualitative strategic research, psychological behavior modeling, award-winning creative, innovative media placements, grassroots outreach, events, partnerships, and best-in-class measurement and analytics, Riester creates evidenced-based public health campaigns with measurable outcomes.



In Arizona, Riester holds the Statewide Marketing Services master agreement and has served nearly two dozen state agencies, departments, boards, and commissions, including the Arizona Department of Health Services, the Arizona Governor’s Office, the Arizona Board of Regents, the Arizona Health Care Cost Containment System (AHCCCS), the Arizona Department of Economic Security, the Citizens Clean Elections Commission, the Arizona Lottery, the Arizona Office of Tourism, the Arizona Office of the Attorney General, the Arizona Department of Commerce, the Arizona Department of Environmental Quality, the Arizona Department of Gaming, the Arizona Commission for the Deaf and Hard of Hearing, the Arizona Early Childhood Development Board, and the Arizona Secretary of State’s Office.



Riester’s in-house team of full-time marketing professionals provides comprehensive capability across strategic planning and research, media planning and buying, creative development and production, digital marketing and website development, content strategy, social media management, public relations, community outreach and stakeholder engagement, and marketing data and analytics. All work is performed by Riester’s in-house team of full-time professionals. This provides Riester with greater quality and cost controls than firms that must outsource required services.



Riester’s multicultural communications practice, led by Executive Director of Public Relations and Multicultural Communications, Christina Borrego, includes bilingual (English/Spanish) creative development, cultural adaptation

of messaging and materials, and deep experience reaching diverse, underserved, and hard-to-reach populations. Riester has conducted qualitative research among historically undercounted populations including Hispanic/Latino communities, African American communities, LGBTQIA2S+ residents, Native American communities, Middle Eastern communities, refugee population, and has developed campaigns that are inclusive and representative across a variety of ages, races, genders, and cultural contexts.



DUN & BRADSTREET RATING

The Riester Corporation

Duns: 60-128-8103 as of 06/01/2026

D&B scores indicate Riester's payment abilities and financial health are at the top of the marketing industry nationally. Scores are both historical and predictive.



Dun & Bradstreet ranks Riester with a score of 1610, Class 1, placing the firm among the highest in the advertising industry nationally for financial stability and payment ability.

Aurrera Health Group (Subcontractor, Medicaid Policy Subject Matter Expert)

Aurrera Health is a strategic communications and health policy firm that works at the intersection of Medicaid policy, operations, and communications, translating complex federal requirements into clear, accurate, actionable content for members, providers, and partners. The firm specializes in helping state Medicaid agencies navigate major coverage transitions, from the Medicaid Unwinding to federal work requirements implementation. Headquartered in Sacramento, California, with staff from coast to coast, Aurrera Health is a mission-driven, small women-owned and women-led business. The firm brings a combination of deep policy fluency and communications craft, grounded in a fundamental belief that people will only act when they understand what is being asked of them and why.

The Aurrera Health team proposed for this engagement has direct, hands-on experience supporting work requirements and six-month renewal communications and stakeholder engagement, including active work supporting implementation in other states. Lauren Block leads the firm's strategic direction and serves as the primary policy and communications architect on complex engagements. Catherine Gekas

Transportation Support through Medicaid

If you need help getting to job interviews, a supportive housing office, parenting and childcare classes, or other important appointments, there may be assistance available to you through Medicaid. Medicaid Members who qualify can receive help with transportation beyond the doctor's office.

- Job interviews
- Housing appointments
- Parenting and childcare classes
- Pick up or drop off fresh food

TO LEARN MORE Visit: [Insert website] Call: [insert number]

[SCN logo] SCAN HERE [QR code] [Arizona Department of Health Services logo]

Steeby brings deep expertise in Medicaid policy translation and content development. Nicole Markmann contributes audience research and stakeholder engagement experience, including familiarity with AHCCCS and the Arizona health care landscape. Sasha Hulsey and Emily Bauska round out the team with project management, writing, and content production capabilities. Together, this team has developed member notices, provider toolkits, FAQ libraries, stakeholder briefing materials, and multilingual communications for Medicaid populations under tight state and federal timelines.

3B. Relevant Firm Experience

The Riester/Aurrera Health team's relevant experience includes Riester's unique background in health insurance, public health programs and working with multicultural and hard-to-reach populations across Arizona, and Aurrera Health's experience in helping state Medicaid agencies navigate major coverage transitions. Riester's health-insurance-related clients have included; AHCCCS, Blue Cross of Idaho, Regence Blue Cross & Blue Shield (in Idaho, Oregon, Utah and Washington State), Optum Health, and UnitedHealthcare. Riester's public health clients have included; the Association of State & Territorial Health Officials, Centers for Disease Control & Prevention, FDA, Public Health Foundation, state health departments (Arizona, Colorado, Idaho and Louisiana), and the White House Office on National Drug Control Policy. Riester's multicultural marketing expertise was engaged by the 2020 U.S. Census to assist in generating participation among hard-to-reach populations.



Riester recently conducted a southern Arizona publicity event for UnitedHealthcare featuring the ribbon cutting of its new, mobile shower, providing people experiencing homelessness with enhanced hygiene and wellness. The initiative was made possible through a \$90,000 donation from UnitedHealthcare Community Plan of Arizona. Riester delivered exceptional coverage of the event for UnitedHealthcare including:

- 30 broadcast segments across all Tucson affiliate television stations
- 4 print and online articles
- \$841,696.77 advertising value
- 35.1 million impressions/reach

Because of Riester’s national leadership role in public health communications, Tim Riester serves as a Board of Directors member and Communications Committee Chairman for the Global Health Advocacy Incubator in Washington D.C. In this capacity, Tim is helping to develop international policy and messaging in 53 countries to protect the health of the world’s youth.

Examples of the Riester/Aurrera Health team’s related expertise are below:

H.R. 1 Policy and Communications Support, New York State Department of Health

Client: New York State Department of Health; **Status:** 2025, Ongoing

Aurrera Health is supporting the New York State Department of Health in implementing H.R. 1 eligibility, enrollment, and community engagement requirements, the same set of changes AHCCCS now faces. This active engagement gives Aurrera Health firsthand, real-time experience translating federal H.R. 1 requirements into state-level Medicaid

implementation, working directly with a state agency navigating the same policy, operational, and communications challenges.

Aurrera Health’s work has included interpreting and analyzing federal requirements and translating them into state policy and operational decisions; developing member-facing communications materials including website content, fact sheets, FAQs, and member notices; producing stakeholder webinar materials and partner-facing resources; and

providing strategic and project management support to the state agency across policy, systems, and communications workstreams. The same core team, Lauren Block, Nicole Markmann, Catherine Gekas Steeby, Sasha Hulse, and Emily Bauska, is proposed for this engagement.

Not Sure If You Have New York State Medicaid Coverage?

Check your enrollment status or apply for Medicaid anytime at nystateofhealth.ny.gov or call the New York State Medicaid Helpline at (800) 541-2831.

What is New York State Medicaid?
New York State Medicaid provides free or low-cost comprehensive health coverage to New Yorkers who qualify. It pays for health care provider visits, prescriptions, mental health care, emergency care, and much more.

There are two types of Medicaid in New York State:

Medicaid Managed Care: You enroll in a health plan that helps arrange your care and pays health care providers.
If you have a card from a health plan, you may already have Medicaid Managed Care. Your health plan’s name, logo, and your Client Identification Number (CIN) will be on the card. *Please note: on some Medicaid Managed Care Plan cards, your CIN might be listed as “Program ID,” “Member ID,” or “ID#.”*

Fee-for-Service Medicaid: You can see any health care provider who takes Medicaid, and Medicaid pays them directly each time you get care.
If you don’t have a health plan card, you might have fee-for-service Medicaid instead. In that case, your CIN is on your Common Benefit Identification Card (CBIC) or Electronic Benefit Transfer (EBT) card.

Need help? Call the Medicaid Helpline: 1-800-541-2831
Explore more about New York State Medicaid online at https://www.health.ny.gov/health_care/medicaid/

Department of Health
Medicaid

H.R. 1 Community Engagement Pilot, California Multi-Agency Support

Client: California Department of Health Care Services (DHCS); **Status:** 2025, Ongoing Scope: Cross-agency, seven-county pilot

Aurrera Health is a strategic partner supporting California’s implementation of H.R. 1 community engagement requirements, a multi-agency, seven-county pilot bringing together the California Health and Human Services Agency, the Labor and Workforce Development Agency, and the Departments of Social Services and Health Care Services to design, test, and scale integrated approaches connecting individuals to qualifying activities. Aurrera Health’s work includes facilitating governance meetings across state agencies and community partners, coordinating with county implementation teams, developing stakeholder communication strategies, designing a Community of Practice for pilot counties, and translating federal requirements into actionable state communication workflows and member- and partner-facing materials.

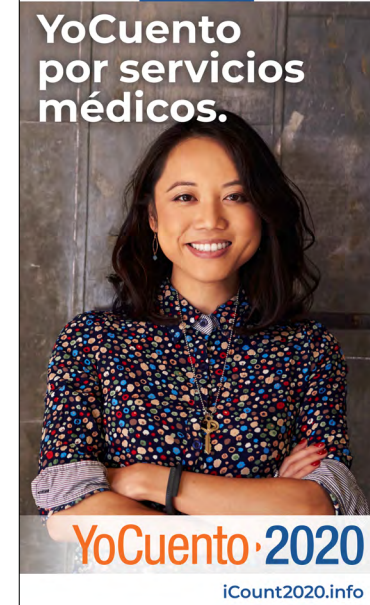
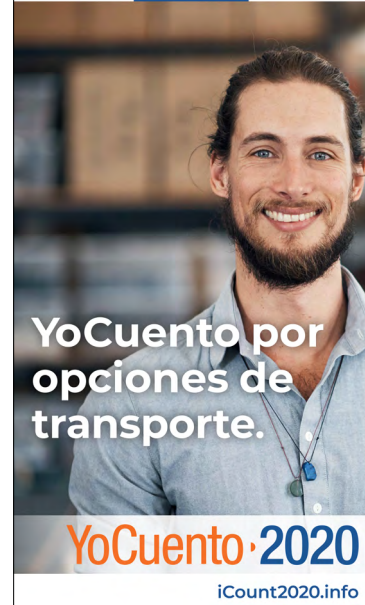


2020 U.S. Census “iCount 2020” Campaign

Client: Maricopa Association of Governments;
Status: 2019-2020, Completed

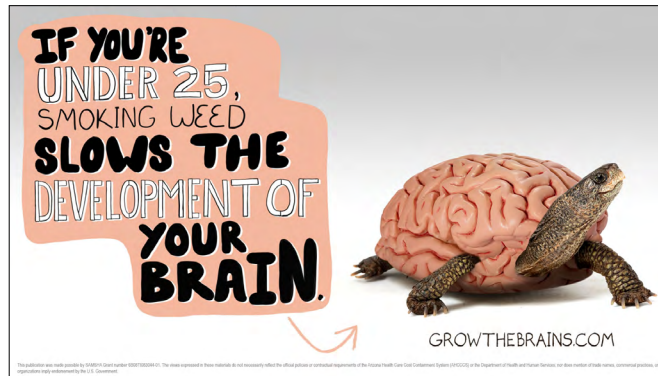
Riester was selected by the Maricopa Association of Governments (MAG), a regional planning agency representing 27 cities and towns, three Native Nations, and Maricopa County, to develop a comprehensive, full-service outreach campaign to ensure an accurate census count. The campaign focused specifically on historically undercounted populations including Hispanic/Latino (English and Spanish-speaking), LGBTQIA2S+, African American, Middle Eastern, Native American, and refugee communities. Riester conducted focus group research with these populations to understand barriers to participation, perceptions of the Census, and media intersections. Research revealed tremendous distrust and low knowledge, which directly informed the creative strategy. The campaign combined television, OTT, digital display, digital video, out-of-home, geo-targeted mobile, paid social media, community newspaper, and radio across the region, with materials available in English, Spanish, and additional languages adapted by community partners. Riester negotiated partnerships with local radio and television stations and positioned trusted local leaders as campaign ambassadors. The self-response rate for Maricopa County reached 68%, four points above the state rate and five points above the 2010 Census. The City of Phoenix achieved a 66.1% self-response rate, the third highest among U.S. cities with populations over one million.

Relevance to AHCCCS: Multicultural outreach to diverse, hard-to-reach populations; qualitative research to inform messaging; plain-language materials in multiple languages; trusted-messenger strategy; measurable behavior change outcomes.



Marijuana Misuse “Save the Brains” Campaign

Client: Arizona Health Care Cost Containment System;
Status: 2021-2023, Completed



Riester supported AHCCCS’s efforts to address shifting social norms and the cognitive developmental dangers of marijuana use among youth (ages 12–25) and parents. The campaign leveraged a dual-target messaging strategy, launching GrowTheBrains.com with a

science-focused, non-preachy tone for youth and SaveTheBrains.com to educate parents on modern cannabis potency and facilitate open family dialogue. Backed by focus group research across Phoenix, Tucson, and Flagstaff, the campaign addressed underlying youth mental health crises and message fatigue by shifting the strategic narrative toward empathy, coping skills, and resource access.

**3C. Proposed Team**

Role	Name	Firm	Responsibility
CEO, Executive Oversight	Tim Riester	Riester	Strategic leadership and executive counsel
VP, Medicaid Policy & Programs (Lead)	Lauren Block	Aurrera Health	Policy oversight, CMS guidance, stakeholder framework
Chief Strategy Officer, Strategic Oversight	Mirja Riester	Riester	Research direction, campaign strategy, client relationship
Deputy Director, Policy & Content Lead	Catherine Gekas Steeby	Aurrera Health	Policy content drafting, message accuracy review
Associate Director, Strategy	Kristin Altman	Riester	Research implementation, campaign strategy
Integration Director	Hayley Winter	Riester	Project coordination, deliverable management, compliance tracking, AHCCCS approval workflows
Director, Member Communications	Nicole Markmann	Aurrera Health	Member communications, Arizona market knowledge (Phoenix-based, prior experience working with AHCCCS on EQR activities)
Chief Digital Officer	Alan Perkel	Riester	Digital strategy, UX, web development, CRM
Associate Director, Frontend Development/UX	Crystal Gaskin	Riester	Digital platforms, web landing pages, user experience
Deputy Director, Stakeholder Engagement	Sasha Hulsey	Aurrera Health	Stakeholder engagement content, message segmentation
Executive Creative Director	Paul Svancara	Riester	Creative concept development, brand alignment, accessibility oversight
Deputy Director, H.R. 1 Design & Messaging	Emily Bauska	Aurrera Health	Collateral development, content production
Creative Director/Copywriter	Mike Rushing	Riester	Daily creative direction and production
Senior Designer	Azalia Felipe	Riester	Creative asset production, AHCCCS brand alignment, multilingual design
Executive Director, PR & Multicultural	Christina Borrego	Riester	Multicultural communications, stakeholder engagement, earned media, bilingual (Spanish/English)
Executive Director, Media & Measurement	Kari Brill	Riester	Media strategy, planning, buying, performance analytics

Paid media results outperformed benchmarks, with the adult-focused campaign achieving 32 million social media impressions at a 0.75% CTR (exceeding the 0.47% industry standard) and the youth campaign generating over 47 million impressions, while both maintained an average CPM of \$4.34 compared to the \$10 prevention campaign average. Organic engagement also excelled, with the parent Facebook page achieving a 0.6% engagement rate (surpassing the 0.18% average) and the youth Instagram channel garnering 3.7 million impressions.

Relevance to AHCCCS: This data-driven, cost-effective digital media strategy outperformed industry standards; deep qualitative research on Arizona youth and caregiver demographics; focus on integrating mental health resources with prevention messaging.



3D. Staff Experience

**Tim Riester, Founder and CEO - Riester**

Tim Riester provides strategic leadership for the firm, establishing goals, strategies, plans, and policies across all client engagements. His public communications experience spans more than four decades and includes national campaigns for the White House Office on National Drug Control Policy (methamphetamine awareness), the U.S. Department of Health and Human Services and Gilead Sciences

(HIV/AIDS awareness and education), the U.S. Food and Drug Administration and the Centers for Disease Control and Prevention (tobacco prevention and cessation for the United States and Canada), and statewide campaigns for the Arizona Governor's Office (opioid awareness), the Arizona Citizens Clean Elections Commission (voter education), the Arizona Department of Health Services, and the 2020 U.S. Census. Throughout Tim's 30 years working in tobacco control, his clients have included the FDA, Arizona Department of Health Services, Colorado Department of Public Health & Environment, Idaho Department of Health & Welfare, Louisiana Department of Health & Hospitals, and many others.

Tim serves as a member of the Board of Directors for the Global Health Advocacy Incubator in Washington DC and serves as Chairman of its Communications Committee, he also chairs the board for the A.T. Still University School of Health Sciences. Tim also serves on the boards of Arizona State University's Walter Cronkite School of Journalism and Mass Communication, Phoenix Rising FC, Punk Bunny Coffee, the MaxInMotion Foundation, and the Riester Foundation. Tim served on the advisory board to the Boston University Medical Center that developed evidenced-based tobacco prevention and cessation social marketing recommendations for the states under the Master Settlement Agreement.

Tim was named an Honored Entrepreneurial Fellow by the University of Arizona's Karl Eller College of Business and Public Administration, "Ad Person of the Year" by the American Advertising Federation (2005), and Finalist for Ernst and Young's "Entrepreneur of the Year" (2000). He studied Communications at Arizona State University. Tim is bilingual in German and English.

Role on this project: Executive oversight and strategic counsel

**Lauren Block, Vice President, Medicaid Policy & Programs - Aurrera Health Group**

Lauren has more than 20 years of experience helping government health programs plan and execute complex, high-profile policies and programs. Her expertise lies at the intersection of policy, operations, and strategic communications, helping agencies work across departments and with external stakeholders to drive implementation.

She currently manages Aurrera Health's H.R. 1 portfolio across multiple states, providing strategic guidance and implementation support to teams addressing work and community engagement requirements. At Aurrera Health, Lauren manages a team of 20 and oversees multiple state Medicaid projects.

Prior to Aurrera Health, Lauren worked at the National Governors Association as Program Director providing technical assistance to governors' teams on health policy. Lauren also served as Director of the Division of Eligibility & Enrollment at the Centers for Medicare & Medicaid Services (CMS), managing a 50-person team implementing eligibility and enrollment provisions of the Affordable Care Act. She led strategic communications planning for major outreach campaigns, briefed senior officials including the CMS Administrator and Secretary, and coordinated messaging across agency-wide education initiatives. Education: Master of Public Administration, George Washington University; Bachelor of Arts in Psychology, Brandeis University.

Role on this project: Project Oversight

**Mirja Riester, Partner and Chief Strategy Officer - Riester**

Mirja Riester oversees strategy, research, operations, and client service group directors across the firm. She has over three decades of experience leading public education and behavior change campaigns, with a particular focus on underserved populations. Her public communications experience includes national campaigns

for Pfizer/Global Blood Therapeutics (sickle cell disease awareness and education), the U.S. Department of Health and Human Services and Gilead Sciences (HIV/AIDS), the White House Office on National Drug Control Policy (methamphetamine), the CDC and FDA (tobacco prevention and cessation for the United States and Canada), the Arizona Governor's Office (opioid crisis), the Arizona Citizens Clean Elections Commission (voter education), the Association of State and Territorial Health Officials (COVID-19), and the 2020 U.S. Census. She has guided the development of successful communications and behavior change initiatives for clients including Equality Health,



Optum Health, HonorHealth, Spectrum Medical, and UnitedHealthcare. Mirja has also consulted with the CDC for her expertise in behavior change and social marketing. Mirja holds a German degree equivalent to a master’s from the University of Hamburg and a communications degree from the Communications College in Hamburg. She was named the American Advertising Federation’s “Ad Person of the Year” (2016) and The American Business Journals’ “Most Influential Women in Business” (2016). She is quadlingual in German, French, Spanish and English and serves as Board Chair of the Riestler Foundation.

Role on this project: Strategic oversight, research direction, campaign strategy, and client relationship management



Catherine Gekas Steeby, Deputy Director, Medicaid Policy & Programs - Aurrera Health Group

Catherine is Aurrera Health’s lead policy expert on H.R. 1 Medicaid community engagement requirements. She brings deep expertise in Medicaid eligibility, enrollment, and systems, with hands-on state agency experience managing eligibility policy, member communications, and compliance at scale. At Aurrera Health,

Catherine serves as the policy lead for the New York H.R. 1 implementation engagement, advising the state on Medicaid policy interpretation and working as a subcontractor to McKinsey to support the state’s implementation design.

Prior to Aurrera Health, Catherine served for over a decade at the Nebraska Department of Health and Human Services as a Medicaid Administrator with direct management of Policy, Eligibility Program Accuracy, and Communications units. She oversaw all Medicaid member communications, outreach and marketing campaigns, and stakeholder engagement, and led major implementations including the ACA expansion, a \$60 million eligibility system replacement, and the COVID-19 continuous coverage unwinding. Recognition: 2014 State of Nebraska Manager of the Year; inaugural recipient of the NASHP Rising Star Award; 2020 State of Nebraska Excellence in Leadership Award. Education: Bachelor of Arts in Public Administration, Doane University; Lean Six Sigma certified.

Role on this project: Policy and Content Lead



Kristin Altman, Associate Director of Strategy - Riestler

Kristin Altman leads the design, implementation, and analysis of qualitative and quantitative research at Riestler, with 15 years of experience in strategic ideation, communications planning, and research-driven insight development. She specializes in translating audience research into actionable findings that inform campaign strategy, message development, and creative direction, with

particular expertise in focus group moderation, in-depth interviews, facilitated workshops, usability testing, journey mapping, and audience segmentation. Her methodological range also includes co-creation sessions, projective techniques, cultural analysis, qualitative social listening, intercepts, and panel surveys.

Kristin’s healthcare-related experience spans Pfizer, Spectrum Medical and Quest Healthcare. Kristin earned an MBA with emphasis in Strategic Marketing and Services Leadership from Arizona State University’s W.P. Carey School of Business and a Bachelor of Arts degree in Political Science from Emory University.

Role on this project: Stakeholder input plan design, focus group and listening session moderation, qualitative research methodology, audience insight analysis, and translation of Phase 1 findings into Phase 2 communications strategy recommendations



Hayley Winter, Integration Director - Riestler

Hayley has led successful direct-to-patient, physician, and payer marketing and public relations campaigns for a diverse portfolio of pharma, medical device, public policy, and health system companies across various therapeutic areas. Her notable clients have included Genentech, Pfizer, HonorHealth, Vertiflex (now Boston Scientific), City of Hope Cancer Center, Vir, and Dendreon Pharmaceuticals.

Hayley holds a Bachelor of Arts degree in Media & Communications Studies from Dartmouth College.

Role on this project: Day-to-day project coordination, deliverable management, timeline and budget tracking, AHCCCS approval workflows, compliance documentation

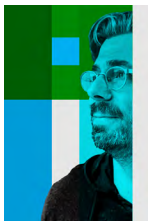


Nicole Markmann, MS, Director, Medicaid Quality Initiatives - Aurrera Health Group

Nicole brings Medicaid policy, communications, and stakeholder engagement expertise and is a core member of the firm’s H.R. 1 team. She is based in Phoenix, Arizona, giving the team direct local knowledge of the Arizona health care landscape and AHCCCS context. At Aurrera Health, Nicole is currently leading campaign collateral development for H.R. 1 implementation, including member notices, fact sheets, and stakeholder engagement materials. She leads message segmentation and phased content development, structuring distinct messages for awareness, education, pre-implementation, and compliance phases.

Prior to Aurrera Health, Nicole served as Director of Performance Measure Calculations at Health Services Advisory Group (HSAG) in Phoenix, leading a team producing deliverables for approximately 40 projects across 11 state Medicaid agencies to support External Quality Review activities, including for AHCCCS. Education: Master of Science in Healthcare Administration, Grand Canyon University; Bachelor of Science in Biology and Writing/Rhetoric, Syracuse University.

Role on this project: Member Communications



Alan Perkel, Chief Digital Officer and Partner - Riester

Alan will deliver user experiences across connected devices for AHCCCS. He brings strategic expertise in UX strategy, e-commerce, CRM, and mobile technology. Alan has supported campaigns for clients including the Arizona Department of Health Services, Idaho Department of Health & Welfare, Equality Health, Gilead Sciences, HonorHealth, Pfizer, and Spectrum Medical. Alan holds a Bachelor of Fine Arts degree in Visual Communication and Graphic Design from Northern Arizona University.

Role on this project: Digital strategy oversight, web landing page UX design, member portal integration, mobile optimization



Crystal Gaskin, Associate Director, Frontend Development/User Experience - Riester

Crystal will ensure the delivery of seamless, user-centric experiences across digital platforms. Her client experience includes Pfizer, Idaho Department of Health and Welfare, Arizona Department of Health Services, and Spectrum Medical. Crystal’s work on the Project Filter campaign for the Idaho Department of Health and Welfare provides

Idahoans with free tools and resources to overcome tobacco addiction and improve public health.

Role on this project: H.R. 1 web landing pages, “How to Comply” guides, FAQ page, ADA/508 compliance, mobile optimization



Sasha Hulsey, MPP, Deputy Director, Medicaid Policy & Programs - Aurrera Health Group

Sasha brings expertise in Medicaid policy, stakeholder engagement, and campaign communications, and is a key member of the New York H.R. 1 team. At Aurrera Health, Sasha is currently leading campaign collateral development for New York’s H.R. 1 implementation, including member notices, fact sheets, and stakeholder engagement content and strategy. She leads message segmentation and development by phase, tailoring content for different audience groups and communication moments.

Prior to Aurrera Health, Sasha served as Project Manager for the University of Minnesota’s COVID-19 Medical Modeling project, the “Minnesota Model” used by state officials to advise pandemic policy decisions. Education: Master of Public Policy and Master of Public Health, University of Minnesota; Master of Arts, British Studies, Humboldt University.

Role on this project: Stakeholder Engagement and Content Development



Paul Svancara, Executive Creative Director - Riester

Paul has more than 20 years of experience in graphic design, advertising, and brand identity. Over the past 13 years at Riester, he has contributed to award-winning initiatives for prominent clients including HonorHealth, Pfizer, Gilead Sciences, and the Arizona Department of Health Services. Paul’s work spans diverse campaigns including “It’s My Time” and “Sickle Cell Speaks” for Pfizer, “Treat HIV Now” and “Redefine HIV” for Gilead Sciences, and “Facts Over Flavor” for the Arizona Department of Health Services. His creative leadership ensures every campaign delivers clarity and purpose across multiple platforms, including television, digital, print, and social media.

Role on this project: Creative concept development, visual identity, brand alignment with AHCCCS standards, accessibility oversight across all creative deliverables



Emily Bauska, Deputy Director - Aurrera Health Group Emily is the content and collateral development lead on Aurrera Health’s Medicaid communications work, with expertise spanning campaign design, video production, member-facing materials, and stakeholder engagement content across multiple large-scale Medicaid programs. At Aurrera Health, Emily developed the full suite of campaign, outreach, and education collateral for the New York Social Care Network (SCN) program, including member-facing fact sheets, provider materials, social media content, videos and video scripts, door hangers, transit ads, and stakeholder webinar materials. She also supports messaging development and stakeholder outreach content for the New York H.R. 1 implementation. Education: Bachelor of Arts in English, Willamette University.

Role on this project: H.R. 1 Design and Messaging Lead



Mike Rushing, Creative Director/Copywriter - Riester Mike will lead daily creative and production. He has worked on campaigns for highly regulated clients including Covered California, the California State Treasurer’s Office, Energy Upgrade California, the California Department of Conservation (CalRecycle), the Arizona Department of Health Services, as well as the Arizona and Ohio Lotteries.

Role on this project: Daily creative direction, production oversight, creative asset development



Azalia Felipe, Senior Designer - Riester Azalia has 19 years of experience in multicultural marketing and will provide culturally relevant campaign materials across digital, print, outdoor, and collateral. Since joining Riester, she has worked with clients including the California State Treasurer’s Office, Arizona Department of Health Services, Arizona Governor’s Office of Faith, Family and Children, the Arizona Health Care Cost Containment System (AHCCCS), and the

Idaho Department of Health. Azalia holds a Bachelor of Arts degree in Graphic Design from the Art Institute of Phoenix.

Role on this project: Creative asset production (25 English, 8 Spanish), infographics, branded templates, AHCCCS brand alignment. Azalia’s direct prior experience designing and producing materials for AHCCCS provides firsthand knowledge of the agency’s visual standards and requirements.



Christina Borrego, Executive Director, Public Relations and Multicultural - Riester Christina is a bilingual public relations professional with over two decades of experience. She leads Riester’s public relations, media relations, public affairs, and multicultural marketing practice. Her work at Riester for the Citizens Clean Elections Commission was nationally awarded the “2019 Best in Public Sector Campaigns” by PRWeek. Christina has also collaborated with Riester’s creative team on multicultural campaigns for clients including the Arizona Department of Health Services, Equality Health, Spectrum Medical, Optum Health, and UnitedHealthcare. Christina holds a Master of Science degree in Psychology with an emphasis in Industrial and Organizational Psychology from Grand Canyon University and a Bachelor of Arts degree in Communication with a Business Minor from Arizona State University. She holds a Spanish language certification from Instituto Tecnológico de Monterrey. She is bilingual in Spanish and English and is a member of PRSA.

Role on this project: Multicultural communications lead, stakeholder engagement, earned media strategy, public relations. Christina’s bilingual capabilities and multicultural expertise are central to ensuring all campaign materials are culturally responsive and effective across Arizona’s diverse Medicaid population.



Kari Brill, Executive Director, Media & Measurement - Riester Kari will lead Riester’s team of media planners, traditional buyers, digital strategists, and performance analysts. She has extensive experience working on successful health and welfare-related campaigns for clients including the Association of State and Territorial Health Officials, Arizona Department of Health Services, Idaho Department of Health & Welfare, Blue Cross of Idaho, and Pfizer. Kari holds a Bachelor of Science degree in Electronic Media and Advertising from Northern Arizona University and maintains certifications in Google Analytics, Google Ads Search, Google Display & Video 360, and Google Campaign Manager.

Role on this project: Media strategy and planning, paid social and digital placement, performance analytics, KPI framework, monthly reporting, A/B testing, optimization



Section 4: Methodology and Approach

4A. Approach Overview

H.R. 1 introduced Community Engagement and Work Requirements and six-month renewals for most Medicaid Expansion members (ages 19 to 64) that states must implement by January 1, 2027. As of May 2026, AHCCCS currently serves approximately 400,000 Medicaid Expansion members that will be subject to these new requirements. While many Medicaid Expansion members may already be meeting the community engagement and work requirements (e.g., working, attending school part-time), there is a risk that these members will lose coverage due to administrative burden when ex parte renewal is not possible. AHCCCS must implement these changes while minimizing avoidable coverage loss, reducing confusion, and ensuring members know exactly what actions to take.

Riester and Aurrera Health will use a stakeholder-first, policy-grounded communications approach that moves quickly from insight gathering to message development, implementation, and optimization. Because member-facing communications must begin no later than September 1, 2026, phases will proceed in a coordinated and, where appropriate, concurrent manner.

Three principles guide the Riester/Aurrera Health team's methodology:

Policy accuracy is the foundation. Every piece of member-facing content must be technically precise about who is subject to community engagement requirements, what activities qualify, which exemptions apply, how to report, and what happens if a member doesn't comply. Inaccurate messaging doesn't just confuse members; it can directly

cause inappropriate coverage loss. This is why Riester has partnered with Aurrera Health Group, which is currently advising multiple states on H.R. 1 implementation and brings nationally recognized expertise in Medicaid community engagement policy, CMS guidance interpretation, and member notice requirements.

The audience is captive; the strategy is direct. AHCCCS has existing contact information for its members and distributes communications through its own channels: mail, email/SMS, the HEAplus portal, and provider networks. This campaign does not require an abundance of paid mass media advertising to find its audience. Riester/Aurrera Health recommends clear, plain-language, culturally responsive content delivered through the channels members already use, at the moments when action is required. Riester/Aurrera Health's media strategy will prioritize owned and direct channels, supplemented by targeted paid social and digital media placement, and earned media through public relations activities to reach members who may not be engaging through primary channels.

Messages must evolve as guidance evolves. CMS has not yet issued its interim final rule on community engagement requirements (expected June 1, 2026). Federal guidance will continue to develop throughout the life of this campaign. Riester/Aurrera Health will build in rapid iteration capacity, with the ability to update message libraries, notices, FAQs, and creative assets as CMS guidance changes, as call-center data reveals points of confusion, and as member behavior shifts.



4B. Phase 1: Stakeholder Input

June, July 2026

Riester and Aurrera Health understand that stakeholder input is essential to developing communications that are accurate, actionable, and easy to understand. This is especially important for H.R. 1 implementation, where members, providers, health plans, community partners, and AHCCCS staff will need clear guidance on who is affected, what actions are required, what exemptions may apply, and where members can go for help.

Stakeholder Input Plan Riester will lead the development of the Stakeholder Input Plan, which will outline the engagement approach, target participant groups, timelines, methods, and tools for collecting qualitative input. The plan will be submitted to AHCCCS for review and approval before engagement begins.

Aurrera Health will support the Stakeholder Input Plan by developing a policy-grounded stakeholder framework that organizes audiences based on how they are likely to experience H.R. 1 requirements. This framework will help ensure engagement activities are targeted, efficient, and focused on the questions most relevant to each group. Key stakeholder segments may include:

- Medicaid Expansion adults ages 19 to 64 who may be subject to community engagement requirements
- Members who may qualify for exemptions, including medically frail individuals, caregivers, TANF participants, recently incarcerated individuals, and others who need clear information on how to claim an exemption
- AHCCCS members who need to understand the importance of maintaining updated contact information and responding to six-month renewal requirements

- Providers, whose role may expand from general awareness-building to helping members understand requirements, documentation expectations, and referral pathways
- Managed care organizations (MCOs), which will serve as frontline communicators and will need consistent, accurate messaging
- Community-based organizations and workforce partners, which may serve as trusted messengers and referral destinations for qualifying activities
- Internal AHCCCS leadership, program teams, and customer-facing staff who will need to support consistent implementation

The Riester/Aurrera Health team also recommends engaging Health-e-Arizona Plus Health Center staff, who may have insight into questions members are already asking about these new requirements or how members prefer to receive information. Given the relationship between Medicaid community engagement requirements and SNAP work requirements, Riester and Aurrera Health also recommend speaking with Department of Economic Security (DES) leadership and program staff with firsthand experience implementing Nutrition Assistance work requirements to identify lessons learned, operational considerations, and best practices that may inform AHCCCS communications. **DES is an existing Riester client, which will help expedite this partnership.**

Message Testing During Phase 1, the Riester/Aurrera Health team will work concurrently on Phase 2 strategic messaging to be tested during Phase 1. This is possible due to the depth of experience Aurrera Health brings from strategically implementing the same communications for other state Medicaid programs. Doing this work concurrently will save AHCCCS precious time and financial resources.

Collection Methods Riester will lead all engagement activities, using a mix of virtual and in-person methods including key informant interviews, member listening sessions, provider and partner focus groups, webinars



or facilitated discussions, and online qualitative input tools for stakeholders unable to participate in real time. Riester has deep experience reaching diverse and underserved populations through culturally appropriate engagement. For the 2020 U.S. Census, Riester conducted focus group research with historically undercounted populations in the Phoenix metro region. Riester will apply the same principles of accessibility, cultural responsiveness, and inclusion to AHCCCS stakeholder engagement.

Aurrera Health will develop tailored stakeholder question guides and discussion protocols for each audience, grounded in H.R. 1 policy requirements and designed to surface the information needed to guide future communications. Aurrera Health will also participate in key stakeholder sessions to hear nuances unique to Arizona and help refine questions based on what they are learning in other states.

Given time constraints, Aurrera Health recommends leveraging existing stakeholder groups for some engagements where possible (e.g., the Medicaid Advisory Council and Beneficiary Advisory Council).

Medicaid Expansion Adults	Age: 19-64	Ethnicity/Language	Location
	1 FG Discussion (10 participants)	General Audience English	Rural
	1 FG Discussion (10 participants)	General Audience English	Urban
	1 FG Discussion (10 participants)	Hispanic Audience English	Rural
	1 FG Discussion (10 participants)	Hispanic Audience English	Urban
	1 FG Discussion (10 participants)	Hispanic Audience Spanish Speaking	Rural
	1 FG Discussion (10 participants)	Hispanic Audience Spanish Speaking	Urban
	1 FG Discussion (10 participants)	Native American English	Rural
	1 FG Discussion (10 participants)	Native American English	Urban
	1 FG Discussion (10 participants)	African American/Black	Rural
	1 FG Discussion (10 participants)	African American/Black	Urban
TANF	1 FG Discussion (10 participants)	General Audience English	Combined
Stakeholders	NA	All Represented	Statewide
Providers	1 Group Discussion (10-15 participants)	All Specialties combined	Combined
MCO	1 Group Discussion (10-15 participants)	All combined	Combined
CBOs & Workforce Partners	1 Group Discussion (10-15 participants)	All combined	Combined
AHCCCS Staff	1 Group Discussion (15 participants)	All combined	Combined
Medicaid Advisory Council	1 Group Discussion	All combined	Combined
Beneficiary Advisory Council	1 Group Discussion	All combined	Combined



Analysis and Reporting Riester will synthesize the findings into an Insights Summary Report that identifies key themes, stakeholder priorities, anticipated barriers, and recommended communications strategies. Riester and Aurrera Health will then develop clear, actionable next step recommendations to guide Phase 2 message development, creative concepts, content formats, and channel strategy.

Phase 1 Deliverables

- Stakeholder Input Plan (for AHCCCS approval)
- Stakeholder Engagement Summary (documenting outreach activities, participation, and methodology)
- Message testing framework
- Insights Summary Report
- Next Steps Recommendations

4C. Phase 2: Planning & Message Development

July, August 2026

Message Framework and Communication Strategy

Riester will develop a comprehensive communication strategy and framework that translates Phase 1 stakeholder insights into an AHCCCS-approved campaign plan. The framework will anchor all subsequent member-, provider-, partner-, and internal-facing communications, ensuring every message is plain-language, policy-accurate, culturally responsive, and timed to AHCCCS's implementation schedule.

The framework begins with refined audience segmentation drawn from Phase 1 findings. Segmentation ensures AHCCCS delivers the right message to the right audience at the right time, while avoiding unnecessary alarm among members not subject to the new requirements.

Aurrera Health will develop a core policy content architecture: a structured outline of plain-language messages covering every topic members and partners need to understand, including who is affected, what community engagement means, which activities qualify, how to report compliance, who may be exempt, what six-month renewals require, and why keeping contact information current matters. The architecture will draw on stakeholder feedback and emerging best practices for communicating these changes, including resources from State Health Value Strategies and Civilla. Riester will develop each foundational message into phase-specific creative variants: awareness messages that introduce the requirements; pre-implementation reminders that prompt members to update contact information and watch for AHCCCS notices; active-compliance messages focused on reporting, deadlines, and available support; and renewal and redetermination reminders covering six-month renewal timelines and steps to maintain coverage.

Riester will develop a channel strategy grounded in Phase 1 findings about how members and stakeholders access and trust information. The strategy will identify the best channel for each audience and message type, with attention to accessibility, mobile optimization, language access, and members who face barriers such as limited internet access, unstable housing, or limited English proficiency. Candidate channels include the AHCCCS website, Health-e-Arizona Plus/member portal, email, SMS, mail inserts and notices, social media, provider and partner toolkits, FAQs, quick-reference guides, webinars, and community-based distribution through trusted messengers such as MCOs.



The framework will include a language access plan specifying which materials require translation or cultural adaptation. All content will be written in plain language and structured to support translation, interpretation, screen-reader accessibility, and multi-format use. English and Spanish will be produced as a baseline; additional languages will be determined by Phase 1 data and AHCCCS enrollment records.

Riester will develop a content calendar sequenced to the September 2026 first member communications window and downstream compliance milestones. The calendar will specify release timing, target audiences, channels, and how reminder frequency should escalate as deadlines approach. All Phase 2 content is treated as living material: Aurrera Health will work with Riester to maintain policy accuracy throughout the campaign, responding to new CMS guidance, AHCCCS feedback, and call-center inquiry trends.

Member-Facing Communications

Riester and Aurrera Health will develop a plain-language member message library covering all H.R. 1 requirements members need to understand and act on:

- What the community engagement requirement is and who must comply (expansion adults ages 19 to 64)
- Qualifying activities: the 80-hour monthly requirement and what counts (work, community service, education, or combinations) and the income alternative (\$580/month)
- Exemptions: who qualifies and how to claim them
- How and where to report activities or document compliance
- The six-month renewal requirement and what members need to do
- How to keep contact information current and why it matters for coverage

Aurrera Health will draft the policy-substantive content for the message library, ensuring technical accuracy on eligibility rules, exemption categories, compliance pathways, and reporting requirements. Riester will develop creative concepts, design, and channel-specific adaptations for all message library content. Messages will be developed in phase-specific variants and adapted for each channel.

CMS-Required Member Notices

Member notices and awareness content will be prioritized first. CMS requires that members receive notice of the work and community engagement requirements by mail (or electronically for members who have opted in), plus at least one additional format such as phone, text, or web. These notices must be easy to understand and clearly state what members need to do. The timing of member notices hinges on AHCCCS's decision about the look-back period for assessing compliance. Aurrera Health is prepared to support either scenario: if notices are not yet in development, the Riester/Aurrera Health team will draft them following best practices from Civilla's Human-Centered Work Requirements for Medicaid; if they are already in production, we will develop a companion mail insert directing members to the AHCCCS website and can advise on how to meet the additional-format requirement. Riester will design, produce, and format all notices for deployment through AHCCCS distribution channels. All notices will be ADA compliant, mobile optimized, and available in English and Spanish.

Digital and Web Content

Building on AHCCCS's existing H.R. 1 page, the Riester/Aurrera Health team recommends two dedicated landing pages, one member-facing and one partner-facing, as the authoritative hubs for H.R. 1 information, external resources, and reporting tools. Both pages will be maintained as guidance evolves and will include step-by-step "How to Comply" guides,



six-month renewal information and required member actions, guidance on updating contact information and why it matters for coverage, FAQs updated as federal guidance changes, and cross-links to HEAplus, reporting portals, and external workforce and community service resources. All web content will be mobile-optimized, ADA/508-compliant, and available in all required languages.

The Riester/Aurrera Health team also recommends developing a brief self-screener: a short series of questions that helps a member determine whether they are likely already compliant, may qualify for an exemption, or will need to take action. Several states, including Colorado and New Jersey, have implemented similar screeners. Aurrera Health will define the policy logic for the screener (eligibility criteria, exemption pathways, compliance thresholds) and Riester's digital team will design, build, and deploy it.

Social Media Campaign

Riester will execute a social media campaign built around a unifying slogan and visual identity applied consistently across all H.R. 1 content and collateral, creating an immediately recognizable signal for members and partners. Posts will be sequenced around key implementation dates and each will carry a specific, actionable call to action. Riester recommends a pre-defined course-correction framework: if engagement falls below baseline on a platform, sentiment monitoring flags confusion or misinformation, or call-center trends signal a message is not landing, the Riester/Aurrera Health team will recommend adjustments. Social media key performance indicators (reach, engagement, click-through rate, sentiment) will feed directly into the Phase 4 analytics dashboard.

Earned Media

Riester will develop an extremely targeted earned media strategy in English and Spanish covering print, digital, radio, and television. Because H.R. 1 work requirements and six-month renewals affect a defined subset of the Medicaid population, earned media placements will be precision-targeted rather than broad-reach. Riester will identify the outlets, stations, and publications most likely to reach expansion adults ages 19 to 64, prioritizing markets with higher concentrations of affected enrollees and developing content suited to each format.

Provider and Partner Toolkits

Providers and partners play a critical role in helping members understand and comply with H.R. 1 requirements. Riester/Aurrera Health will develop a partner-facing toolkit hosted on the dedicated partner-facing H.R. 1 page. While the member toolkit conveys what members need to know and do, the partner toolkit equips frontline staff with deeper policy and operational detail, for example, the full medical frailty criteria so a provider can help a member determine whether they qualify for an exemption and what documentation to submit.

Aurrera Health will draft the policy content for all provider and partner toolkits. Riester will design, produce, and format the toolkits. Toolkits will be tailored to three distinct audiences: providers, health plans, and community-based organizations.

For providers, this may include detailed fact sheets, FAQs, talking points for discussing requirements with members, materials to share with members (e.g., a rack card or flyer with a QR code linking to the AHCCCS website), a brief waiting room video, plus bulletins distributed via provider portals and email. For health plans, this may include detailed fact sheets, FAQs, call-center talking points and scripts (particularly for routing members to AHCCCS), and briefing materials on MCO responsibilities



under H.R. 1. For community-based organizations, this may include detailed fact sheets, FAQs, talking points, training materials (e.g., an instructional video for helping members submit documentation), and referral pathway guidance so frontline staff can connect members to qualifying workforce, education, and community services.

All toolkits will include sample social media posts with suggested language and graphics that partners can share to extend AHCCCS's reach, consistent with AHCCCS branding and co-branding guidelines.

Creative and Visual Assets

Riester will develop up to 25 creative assets in English and up to 8 in Spanish, including digital banners and graphics for social media and web, print-ready flyers and posters, infographics explaining compliance steps, and branded templates aligned with AHCCCS visual standards. All assets will be ADA compliant, optimized for mobile use, and available in required languages. Riester's in-house design team, including Azalia Felipe who has direct prior experience producing materials for AHCCCS, will ensure brand alignment and production quality.

Message Testing and Iteration

Using the vast experience and learnings from Aurrera Health's similar work with other state Medicaid programs, Riester will design and implement a message testing framework during Phase 1 to guide and refine content based on user feedback. During the campaign, the Riester/Aurrera Health team will monitor federal guidance updates, CMS feedback on submitted materials, call-center trends and member questions, and emerging confusion, misinformation, or compliance risks to guide our further improvements to campaign messaging and materials.

Phase 2 Deliverables

- Communication strategy and framework (for AHCCCS approval)
- Plain-language message library with variants for each campaign phase
- Creative assets: up to 25 English, up to 8 Spanish
- CMS-required member notices (outreach, noncompliance, renewal, address update)
- Provider and partner toolkits with talking points and FAQs
- Dedicated H.R. 1 web landing pages and "How to Comply" guides
- Member self-screener tool
- Social media campaign plan and content calendar
- Earned media strategy and press materials

4D. Phase 3: Publication, Implementation & Compliance

September 2026, Ongoing

During Phase 3, the Riester/Aurrera Health team will implement the approved communication plan through a structured deployment process with full compliance documentation.

Publication Plan and Schedule Riester will develop a final publication calendar for all campaign materials across all approved channels, including channel-specific deployment timelines, an approvals workflow for releasing content aligned with AHCCCS review requirements, and version control documentation.

Content Publication and Distribution Riester will format, package, and deploy content across all approved channels: AHCCCS website and portal updates, email and SMS campaigns, social media publishing,



internal newsletters and intranet posts, printed materials (if applicable), and provider bulletins and portal content. All content will be formatted for the specific requirements of each channel (HTML, PDF, social media specifications, print-ready files) and coordinated with AHCCCS internal teams including IT/web, social media, training, and agency partners.

Ongoing Messaging As the January 2027 implementation date approaches and passes, Riester will manage escalation messaging tied to member compliance deadlines, ongoing reminders and action-oriented communications, and content updates as CMS guidance evolves. Aurrera Health will review content updates for policy accuracy, particularly following the CMS interim final rule and any subsequent guidance changes. This ensures that messaging remains technically correct as the regulatory landscape shifts.

Compliance and Documentation Riester will maintain distribution compliance reports confirming all assets published as planned, accessibility and compliance validation results, distribution reach and audience size data where available, audit-ready documentation, a detailed publication log documenting what was published, when, any revisions, and compliance artifacts, and version tracking for all campaign materials.

Phase 3 Deliverables

- Publication plan and deployment calendar
- Deployed content across all approved channels
- Distribution compliance reports
- Audit-ready documentation
- Publication and change control log

4E. Phase 4: Monitoring & Optimization

October 2026, Ongoing

The Riester/Aurrera Health team will monitor campaign performance across all designated channels, analyze results against agreed-upon KPIs, and provide ongoing recommendations to optimize messaging, reach, and engagement.

Performance Measurement Framework Riester will develop defined KPIs and success metrics aligned to AHCCCS’s communication objectives (reach, sentiment, engagement, adoption, stakeholder satisfaction), a dashboard or scorecard showing how metrics will be tracked over time, and baseline measurement established at campaign launch.



Analytics and Reporting Riester will deliver performance reports on a monthly basis (or as otherwise directed by AHCCCS), covering channel performance (email, social media, paid media, web, events), content performance (open rates, click-through rates, engagement, sentiment), audience segmentation insights, and executive summaries translating findings into actionable recommendations. Riester will use customized Data

Studio dashboards and advanced digital analytics available through its Google Premier Partnership to track campaign KPIs in real time. AHCCCS and Aurrera Health staff will have direct access to the dashboard to monitor campaign performance at any time.

Real-Time Monitoring Riester will conduct real-time monitoring of media mentions, social media sentiment, website and campaign traffic, stakeholder feedback channels, and will provide rapid-response alerts if sentiment drops or misinformation emerges.

Optimization Riester will conduct A/B testing for subject lines, visual treatments, content formats, and calls to action. The Riester/Aurrera Health team will provide data-driven recommendations for adjustments to messaging approach, channel mix, target audience strategy, timing and frequency, creative assets, and content types, with a prioritization matrix (high/medium/low impact) for recommended changes. Riester will provide summary reports of test findings and optimization actions.



Phase 4 Deliverables

- Performance measurement framework
- Monthly performance reports with executive summaries
- Real-time monitoring and alert reports
- A/B test findings and optimization action reports
- Quarterly optimization recommendations

4F. Proposed Timeline

Phase	Window	Key Milestone
Phase 1: Stakeholder Input	June, July 2026	Insights report delivered and approved
Phase 2: Planning & Message Development	July, August 2026	Message library and creative assets approved by AHCCCS
Phase 3: Publication & Implementation	September 2026, ongoing	Public-facing communications initiated by September 1, 2026
Phase 4: Monitoring & Optimization	October 2026, ongoing	Monthly reporting begins
Federal mandate effective	January 1, 2027	All activities, deliverables, and timelines are subject to CMS review and approval. The timeline will be adjusted as needed following the CMS interim final rule expected June 1, 2026.
First six-month redeterminations	~July 2027	

4G. Reporting Recommendations


Riester recommends the following reporting cadence:

- Monthly performance reports delivered by the 15th of the following month
- Quarterly executive summaries with strategic recommendations
- Real-time alerts for emerging issues (sentiment shifts, misinformation, call-center spikes)
- Content inventory and deployment tracking updated continuously
- Proactive identification and reporting of observed risks or communication gaps

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

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:		TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE:		TITLE: Chief Procurement Officer
DATE:		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:		TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE:		TITLE: Chief Procurement Officer
DATE:		DATE: 5/19/2026

THANK YOU

