



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at [wvOASIS.gov](http://wvOASIS.gov). As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at [WVPurchasing.gov](http://WVPurchasing.gov) with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header @ 1

List View

- General Information**
- Contact
- Default Values
- Discount
- Document Information
- Clarification Request

Procurement Folder: 1952476

Procurement Type: Central Master Agreement

Vendor ID:

Legal Name: Blueprint Creative Group, LLC

Alias/DBA:

Total Bid: \$701,215.00

Response Date:

Response Time:

Responded By User ID:

First Name:

Last Name:

Email:

Phone:

SO Doc Code: CRFQ

SO Dept: 0506

SO Doc ID: HHR2600000002

Published Date: 5/13/26

Close Date: 5/28/26

Close Time: 13:30

Status: Closed

Solicitation Description:

Total of Header Attachments: 1

Total of All Attachments: 1



Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

**State of West Virginia  
 Solicitation Response**

**Proc Folder:** 1952476  
**Solicitation Description:** ADVERTISING SERVICES  
**Proc Type:** Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2026-05-28 13:30	SR 0506 ESR05282600000008316	1

**VENDOR**  
 VS0000052529  
 Blueprint Creative Group, LLC

**Solicitation Number:** CRFQ 0506 HHR2600000002

**Total Bid:** 701215

**Response Date:** 2026-05-28

**Response Time:** 13:20:39

**Comments:**

**FOR INFORMATION CONTACT THE BUYER**

Crystal G Husted  
 (304) 558-2402  
 crystal.g.husted@wv.gov

**Vendor Signature X** **FEIN#** **DATE**

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Advertising Services	20.00000	HOUR	35060.750000	701215.00

Comm Code	Manufacturer	Specification	Model #
82101800			

**Commodity Line Comments:**

**Extended Description:**

Vendors must complete the attached pricing pages issued with Addendum No. 1. A copy of the pricing page must be attached with your submitted bid if submitting electronically or in paper to show breakdown of pricing. The Overall total cost can be entered on this commodity line. Commodity Lines 2 through 11 have been inactivated.



#### CONTACT

**Fabiola Fleuranvil**, President / CEO  
Fabiola@blueprintcreativegroup.com  
305-741-0378  
990 Biscayne Blvd Suite 503  
Miami, FL 33132  
blueprintcreativegroup.com



8(a) Certified  
WOSB Certified  
EDWOSB Certified

#### VENDOR INFO

- **8(a) certified:** C00fMd  
(Exp: 10/31/29)
- **WOSB/EDWOSB** certified
- **UEI:** DLWKJXG3TZ65
- **CAGE Code:** 85K76
- **Corporate Summary:**  
Program execution partner specializing in operational readiness, innovation acceleration, and public affairs for defense, public health, and national security.

# TECHNICAL PROPOSAL

## *Advertising Services*

West Virginia Department of Human Services,  
Department of Health,  
and Department of Health Facilities

Solicitation Number: CRFQ 0506 HHR2600000002

Bid Opening: May 28, 2026

**Either write something worth reading or do something worth writing.**

**- Benjamin Franklin**



Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

State of West Virginia  
 Centralized Request for Quote  
 Service - Misc

<b>Proc Folder:</b> 1952476			<b>Reason for Modification:</b> Addendum No. 1
<b>Doc Description:</b> ADVERTISING SERVICES			
<b>Proc Type:</b> Central Master Agreement			
<b>Date Issued</b>	<b>Solicitation Closes</b>	<b>Solicitation No</b>	<b>Version</b>
2026-05-13	2026-05-28 13:30	CRFQ 0506 HHR2600000002	2

**BID RECEIVING LOCATION**

BID CLERK  
 DEPARTMENT OF ADMINISTRATION  
 PURCHASING DIVISION  
 2019 WASHINGTON ST E  
 CHARLESTON WV 25305  
 US

**VENDOR**

**Vendor Customer Code:** VS0000052529  
**Vendor Name :** Blueprint Creative Group  
**Address :** 990 Biscayne Blvd Suite 503  
**Street :**  
**City :** Miami  
**State :** FL **Country :** USA **Zip :** 33132  
**Principal Contact :** Fabiola Fleuranvil  
**Vendor Contact Phone:** 305-741-0378 **Extension:**

**FOR INFORMATION CONTACT THE BUYER**

Crystal G Hustead  
 (304) 558-2402  
 crystal.g.hustead@wv.gov

Vendor  
 Signature X 

**FEIN#** 20-4340022

**DATE** May 28, 2026

All offers subject to all terms and conditions contained in this solicitation

**ADDITIONAL INFORMATION**

Addendum No. 1 is issued for the following:

1. Responses to vendor questions attached. See Attachment A.
2. Revised Exhibit A - Pricing Pages attached.
3. For electronic bid submission in wvOASIS, Commodity Lines 2 through 11 have been inactivated. Only Commodity Line 1 is active. VENDORS MUST COMPLETE THE REVISED EXHIBIT A - PRICING PAGES AND ATTACH WITH THEIR ELECTRONIC SUBMISSION. THE OVERALL TOTAL COST FROM EXHIBIT A CAN BE ENTERED ON COMMODITY LINE 1.

\*\*\*\*\* FAILURE TO ATTACH THE PRICING PAGE TO THE ELECTRONIC BID SUBMISSION WILL BE GROUNDS FOR DISQUALIFICATION - THE PRICING PAGES MUST BE ATTACHED. \*\*\*\*\*

IF SUBMITTING A PAPER BID, VENDOR MUST COMPLETE THE ATTACHED REVISED EXHIBIT A - PRICING PAGES AND ATTACHED TO SUBMITTED BID.

4. The bid opening remains on 05/28/2026 at 1:30 pm EST.

No other changes.

INVOICE TO		SHIP TO	
VARIOUS AGENCY LOCATIONS AS INDICATED BY ORDER		VARIOUS AGENCY LOCATIONS AS INDICATED BY ORDER	
No City	WV	No City	WV
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Advertising Services	20.00000	HOUR		\$701,215

Comm Code	Manufacturer	Specification	Model #
82101800			

**Extended Description:**

Vendors must complete the attached pricing pages issued with Addendum No. 1. A copy of the pricing page must be attached with your submitted bid if submitting electronically or in paper to show breakdown of pricing. The Overall total cost can be entered on this commodity line.

Commodity Lines 2 through 11 have been inactivated.

**CRFQ HHR26\*2 – Exhibit A – Pricing Pages  
Revised on Addendum No. 1  
ADVERTISING SERVICES**

<b>Service</b>	<b>Estimated Hours</b>	<b>All-Inclusive Hourly Rate</b>	<b>Estimated Cost</b>
Contract Administration/ Consultation	110	\$ 138	\$ 15,180
Account Services	2200	\$ 98.50	\$216,700
Television Production	50	\$ 250	\$12,500
Radio Production	110	\$ 0	\$ 0
Outdoor Advertising	40	\$ 108	\$ 4320
Media Buys	700	\$ 52	\$36,400
Print Media	500	\$92	\$46,000
Internet/World Wide Web	75	\$115	\$8625
Survey, Analysis, Evaluation	1200	\$108	\$129,600
Design and Copy	65	\$96	\$6240
Data Acceptance and Transfer	10	\$90	\$ 900
<b>Advertising Services/Hourly Rates Subtotal</b>			<b>\$476,465</b>

**A. Advertising Services/Hourly Rates**

**B. Media Buys Add-On:**

All vendors responding to this RFQ must provide a percentage of add-on or "markup" for media buying activities if the vendor will charge the agency an add-on to the actual costs for media buys. Vendors not intending to charge an add-on will use an add-on percentage of Zero (0) with a multiplier of 1.0. If a vendor fails to provide an add-on percentage, it will be interpreted as no add-on for media buys during the life of the contract.

**ADD-ON FOR MEDIA BUYS PERCENTAGE** 8.5 %

Multiplier (Convert percentage to a decimal and add to 1) (For example, 10% would be .10 making the multiplier 1.10) \$2,750,000 is the amount of estimated media buys.

.085 x \$2,750,000.00 = \$233,750 Media Buys Add-on Subtotal.

**(See next page)**

**CRFQ HHR26\*2 – Exhibit A – Pricing Pages  
Revised on Addendum No. 1  
ADVERTISING SERVICES**

**Advertising Services/Hourly Rates Subtotal (A):** \$ 467,465

**Media Buys Add-Ons Subtotal (B):** \$ 233,750

**Overall Total Cost:** \$ 701,215

***(Advertising Services/Hourly Rates  
Subtotal plus Media Buy Add-on Subtotal)***

*Note: The estimated hours and media buys noted on the Pricing Page for service categories are estimates for evaluation purposes only; actual hours may be more or less.*

Blueprint Creative Group

**Vendor**

**By:** Fabiola Fleuranvil

**Title:** CEO

**Date:** May 28, 2026

**Address:**

990 Biscayne Blvd Suite 503, Miami, FL 33132

**Business Phone Number:** 305-741-0378

**Email:** fabiola@blueprintcreativegroup.com

**Authorized Signature:** 

# COVER LETTER

May 28, 2026

West Virginia Department of Administration, Purchasing Division  
Attention: Crystal G Husted, Senior Buyer  
2019 Washington Street East  
Charleston, West Virginia 25305

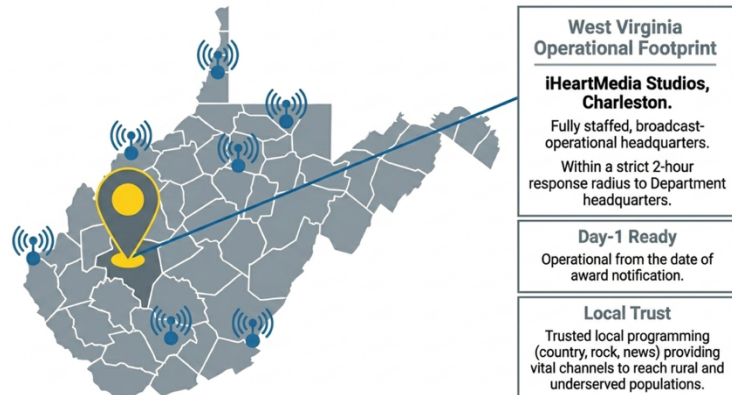
**Reference: CRFQ 0506 HHR260000002, Advertising Services for the West Virginia Department of Human Services, Department of Health, and Department of Health Facilities**

**Dear Ms. Husted:**

Blueprint Creative Group submits this Technical Proposal in response to CRFQ 0506 HHR260000002 for Advertising Services in support of the West Virginia Department of Human Services, Department of Health, and Department of Health Facilities. We affirm that this quotation is firm, that no pricing or cost information appears in this Technical Proposal (all pricing is on the Pricing Pages), and that we have read, understood, and will comply with all CRFQ provisions, specifications, terms, and conditions without exception.

West Virginia is asking its new Department structure to do something genuinely difficult: deliver coordinated communications across

three separately accountable Departments that share many of the same audiences and many of the same statutory obligations, at the same time the State is closing public health gaps in opioid mortality, foster care capacity, maternal-infant outcomes, and rural healthcare access, and at the same time the State is preparing for a Rural Health Transformation Program implementation that will tie Departments to federal performance, reporting, and outcome metrics for the next five years. The Departments need a communications partner who has done this work before, who understands operating inside a multi-entity enterprise under a shared services model, and who can deliver federal-grade discipline at the state level on Day 1.



Blueprint is that partner. Our team has built and run shared services communications across multiple separately accountable agencies inside a single enterprise. We carry the federal Health and Human Services (HHS) portfolio depth that includes Centers for Medicare & Medicaid Services (CMS), Centers for Disease Control and Prevention (CDC), Substance Abuse and Mental Health Services Administration (SAMHSA), Health Resources and Services Administration (HRSA), National Institutes of Health (NIH), Office of the Assistant Secretary for Health (OASH), National Institute for Occupational Safety and Health (NIOSH), and Defense Suicide Prevention Office (DSPO). Our experience maps directly to the State's public health categories. We also bring named project team personnel and Subject Matter Experts who anchor each high stakes category. Through a strategic relationship with iHeartMedia Unified Partnerships, we bring the state's largest

media publisher onto our team, with government-preferred platform rates extended across our entire negotiated media plan including OTT and CTV publishers, broadcast partners, and direct API access to every major paid social platform.

Blueprint will operate from iHeartMedia Studios in Charleston, West Virginia from the date of award notification. Our Account Director Jennifer Theresa Smits and West Virginia Office Lead Jennifer D. Graham are both West Virginia residents and the daily contacts for the Departments' Communications Directors. Mary DiMaggio Finley serves as Contract Manager, single point of accountability for contract administration, federal funds compliance, and shared services governance.

Thank you for the opportunity. We look forward to serving the Departments and the people of West Virginia.

Respectfully submitted,



**Fabiola Fleuranvil**

Chief Executive Officer






Blueprint Creative Group

[Fabiola@blueprintcreativegroup.com](mailto:Fabiola@blueprintcreativegroup.com)

# EXECUTIVE SUMMARY

## The Operating Reality the New Departments Face

West Virginia in 2026 is asking the new three Department structure to absorb a remarkable amount of operational change while simultaneously closing some of the most consequential public health gaps in the country. Five operating realities define the environment in which the advertising scope under this CRFQ will be delivered. Blueprint's team has been built to respond to every one of them.

				
<b>SUD Mortality Crisis</b>	<b>Foster Care Capacity Strain</b>	<b>Maternal-Infant Health</b>	<b>Operational Fragility</b>	<b>RHTP Accountability</b>
Concentrated in southern coalfields and Eastern Panhandle.	Placement and worker retention pressures.	Priority federal TMaH 2026 benchmarks.	Three new separately accountable departments; shared audiences.	Federal reporting and tracking standards.
<b>Blueprint Response:</b> Mortality-outcome harm reduction campaigns (Erie County / Choose MAT).	<b>Blueprint Response:</b> Crisis-aware, stigma-free family recruiting (DC DOH Healthy Start).	<b>Blueprint Response:</b> Point-of-care patient engagement via Phreesia.	<b>Blueprint Response:</b> Proven enterprise shared-services governance (USAMRDC integration).	<b>Blueprint Response:</b> 16+ years of rigorous federal HHS compliance discipline on Day 1.

**First, the State is in a substance use disorder mortality crisis.** West Virginia continues to record one of the highest opioid overdose death rates in the country, with the burden concentrated in rural southern coalfields and Eastern Panhandle communities. The Departments' communications work in this category is not an awareness exercise; it is a behavior change and harm reduction intervention with measurable lives saved. Our team comes to this work having executed the Erie County, New York Department of Health Detect to Protect campaign that documented a 61% reduction in Black community opioid overdose deaths in 12 months, alongside the California Department of Health Care Services Choose MAT campaign through iHeartMedia Unified Partnerships that drove 135,000+ Californians to medication-assisted treatment locator services, and the CDC Public Health and Safety Team Toolkit work our teaming partner Impact Marketing led to operationalize multisectoral overdose response.

**Second, the foster care and child welfare system is operating under sustained capacity strain.** The Department of Human Services is responsible for foster care recruitment, kinship care promotion, and child welfare workforce communications inside an environment where placement capacity, worker retention, and family stability are all under pressure simultaneously. Our team brings the DC Department of Health Healthy Start 8-year Project Director experience (Mary DiMaggio Finley), federal Maternal and Child Health Bureau communications portfolio depth spanning two decades, and a documented practice of crisis-aware family communications that recruits without stigmatizing the families it serves.

**Third, maternal-infant health outcomes remain a priority federal metric.** The Department of Health's maternal infant program is on track to be evaluated against federal Transforming Maternal Health Model

2026 benchmarks. Communications supporting prenatal care uptake, postpartum follow up, breastfeeding support, maternal mental health screening, and infant safe sleep messaging is the front edge of how the Department's outcomes will be measured. Our team brings West Virginia Transforming Maternal Health (WV TMaH) 2026 alignment through Dr. Nisha Cooch (PhD neuroscience, federal NIH and CMS), Phreesia point-of-care patient engagement at the moment of healthcare encounter, and the federal Maternal Mental Health Hotline campaign experience iHeartMedia Unified Partnerships ran for HHS.

**Fourth, the Departments are operationally fragile.** Three separately accountable agencies were spun out of a single legacy structure with overlapping audiences, shared internal services, and distinct statutory mandates. Each Department's Communications Director is being asked to maintain brand stewardship for their Department while speaking with a unified umbrella voice when the work calls for it. This is the same operational pattern Blueprint navigated for two years inside the U.S. Army Medical Research and Development Command (USAMRDC) as the contracted Public Affairs Office support for the agency. Blueprint led USAMRDC's integration into the Defense Health Agency shared services structure. We know what it takes to retain agency-level brand identity inside an enterprise consolidation while delivering coordinated cross-entity messaging when leadership calls for it. Our USAMRDC work is presented as Project 1 in this proposal.

**Fifth, the Rural Health Transformation Program is reshaping the federal accountability environment.** Although this advertising scope is not part of the RHTP funding stream itself, the Departments' communications work in 2026 and beyond will be evaluated by the Governor's office, Secretary Singh's leadership, the Departments' Communications Directors, and federal counterparts inside a context where every campaign touches an audience that is also a federally tracked beneficiary or a federally reportable outcome. RHTP communications create downstream messaging obligations for the Departments (Congressional reporting, federal performance metrics, outcome attribution language), and the advertising work funded by this CRFQ has to be delivered with the same compliance discipline. The federal funds compliance, source justification documentation, vendor responsibility determinations, and outcome reporting discipline our team has applied across 16+ years of federal HHS portfolio work at CMS, CDC, SAMHSA, HRSA, NIH, OASH, NIOSH, and DSPO is the discipline we bring to the state engagement on Day 1.

## Why Blueprint

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Blueprint Creative Group is a federally certified Woman-Owned Small Business and SBA 8(a) firm with 16+ years of experience on multi-year federal HHS communications contracts. Blueprint will operate from iHeartMedia Studios in Charleston, West Virginia from the date of award notification with local Key Personnel. As we sometimes do on important public health requirements, we've assembled our strategic teaming partners to co-deliver the work under the Blueprint umbrella, and that includes:

- **Impact Marketing + Communications** with 30+ years of federal HHS experience and 20-year continuous New York State Department of Health portfolio.
- **Unified Partnerships** (the dedicated government division of iHeartMedia) with \$4 billion in government media placements and 16 owned West Virginia local broadcast stations.
- **Behavioural Insights Team** for any behavior change work that requires applied behavioral science. They bring additional experience in West Virginia through the City of Huntington Compass program for first responder mental health.
- **Phreesia** for point-of-care patient engagement delivering verified communications to clinically relevant patients at the moment of healthcare encounter. Phreesia's infrastructure supports

HIPAA-compliant audience segmentation supporting Medicaid, maternal infant, and chronic disease campaign measurement. The platform allows us to reach key audiences behind media and at the point where patient education and physician engagement can be most impactful.

### THREE COMPREHENSIVE PAST PERFORMANCE PROJECTS MAPPED TO WEST VIRGINIA'S OPERATING REALITIES

**Project 1: US Army Medical Research and Development Command (USAMRDC) Public Affairs Office** under the Defense Health Agency shared services integration. Two-year enterprise strategic communications inside a multi-entity consolidation. Directly relevant to the new three-Department shared services structure West Virginia is navigating.





**Project 2: Erie County, New York Department of Health Detect to Protect harm reduction campaign.** Impact includes 61% reduction in Black-community opioid overdose deaths in 12 months, 374% increase in fentanyl test strip distribution, 236% increase in Narcan kit distribution. Methodology directly transferable to West Virginia southern coalfields and Eastern Panhandle.

**Project 3: California Department of Health Care Services Choose MAT campaign** through iHeartMedia Unified Partnerships. 135,000+ Californians driven to medication assisted treatment, \$2.7M+ in documented added-value media, and the same publisher as partner structure Blueprint brings to West Virginia.

Beyond the three featured projects, the team brings federal HHS portfolio depth that maps to every category of work the Departments will need.

## Federal-Grade Expertise Across Every Health Mandate

<b>Substance Use Disorder</b> Harm reduction and opioid intervention (Erie County).	<b>Mental Health &amp; Suicide Prevention</b> DSPO advisors, U.S. Surgeon General-backed CDC NIOSH Impact Wellbeing campaign.	<b>Maternal-Infant Health</b> 8-year Project Director for DC DOH Healthy Start.	<b>Medicaid Outreach</b> WV Medicaid system implementation specialization.	<b>Multilingual &amp; Accessible Design</b> 2025 ClearMark Award, Show Me for Emergencies platform (300+ illustrations).
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Federal Partners:    

Impact Marketing carries a 30+ year HRSA HIV/AIDS Bureau prime relationship, a SAMHSA Communications prime contract, a CDC SHEPheRD Domain 3 subcontract, the CDC Public Health and Safety Team Toolkit for overdose prevention, the Rutgers and HRSA Addressing STIs national campaign

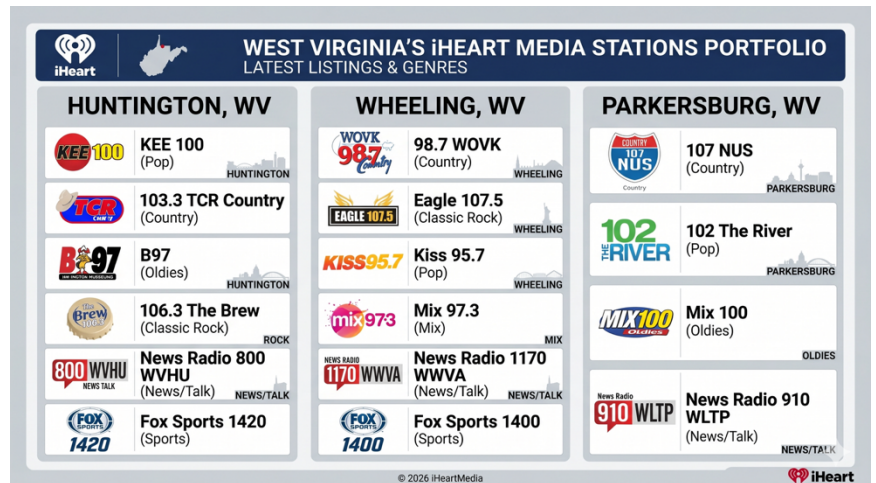
distributed to all 50 states, the VNSNY CHOICE multilingual Medicare and Medicaid plan launch (Spanish, Chinese, and Arabic creative), the ArchCare Senior Life PACE dual-eligible Medicare and Medicaid campaign, and the CMS Welcome to Medicare and Welcome to Medicaid packet portfolio in the District of Columbia.

Unified Partnerships carries 30+ documented public health, vaccination, and healthcare access engagements at federal, state, and local levels, including the New Hampshire Department of Health and Human Services Suicide Prevention campaign (a rural-state direct analog), the federal HHS *We Can Do This* vaccine campaign, the federal Maternal Mental Health Hotline campaign, and 10+ state department of behavioral health and substance use disorder campaigns.

Blueprint directly carries the CMS Quality Indicator Survey program for the Center for Clinical Standards and Quality, the National Institute of Health Public Information Communication Services prime and subcontract record, the CDC National Institute for Occupational Safety and Health (NIOSH) Impact Wellbeing campaign led by our key personnel Julianne Edelstein with U.S. Surgeon General backing, the Federal Suicide Prevention Communication Playbook co-led by Lisa Hines, and the U.S. Army Medical Research and Development Command Public Affairs Office contract.

## The iHeart Media Muscle and How It Works for the Departments

Through iHeartMedia Unified Partnerships, the Departments gain something no agency team can deliver because this is an exclusive strategic partnership that Blueprint owns through an agreement and that no other vendor in WV can claim. iHeart owns the largest audio platform in the country with 860+ broadcast radio stations, the iHeartRadio streaming network, the #1 podcast network with 1 billion+ monthly downloads, and 185 million first-party registered user profiles. In West Virginia specifically, iHeart operates 16 local broadcast stations covering Charleston, Huntington, Wheeling, Morgantown, Parkersburg, Beckley, and surrounding communities, with engineering, broadcast operations, programming, and community partnerships already in place.



We've already pulled the 2025 MRI-Simmons data for the state, and it tells us exactly who we will reach: 1.428 million total West Virginia adults, of whom 1.214 million (85% of all WV adults) Potentially Qualify for DHHR, with detailed demographic, behavioral, and media-consumption profile segmented and ready Day 1. This is data that Blueprint has directly from the publisher and that DHHR will have at your disposal at no additional cost.

**The structural benefit of iHeart being on Blueprint's team is not that the media plan defaults to iHeart inventory.** The media plan is platform-agnostic and audience led. The benefit is that iHeart's owned and operated stack gives the Departments government-preferred pricing on iHeart properties

(broadcast radio, streaming audio, podcasting, iHeart-owned digital), and that same publisher-on-the-team posture is leveraged across the entire negotiated media plan:

- Over-the-Top (OTT) and Connected TV (CTV) inventory across major streaming publishers, broadcast television inventory across non-iHeart stations, and out-of-home (OOH) inventory across regional partners.
- iHeart's \$4 billion in lifetime government placement scale provides the negotiating leverage that makes those rates possible.
- iHeart is one of only two US media companies with exclusive direct API access into every major paid social platform (Meta, TikTok, Snapchat, YouTube, X, LinkedIn, Pinterest, Reddit, NextDoor) and that access flows through centralized programmatic targeting.
- Multilingual reach in Spanish, Vietnamese, Chinese, Tagalog, Urdu, and Arabic runs through iHeart's audience-specific platforms (Black Information Network, My Cultura, Unified Voices minority-owned publisher network) without constraining the plan to iHeart-only inventory.

The 2025 MRI-Simmons West Virginia reach map (89% broadcast radio, 86% paid social, 82% OTT and CTV, 67% streaming audio at 200 index, 46% out-of-home) is the platform-neutral audience approach. iHeart's role is to put the Departments inside the most efficient version of every channel without paying agency-on-publisher markups.

## Phreesia: Clinical Setting Integration Partner

Phreesia is the leading patient intake, activation, and clinical engagement platform in the United States. Phreesia is integrated with **approximately 80% of US Electronic Health Record (EHR) systems and partners with a network of 75,000+ healthcare providers** including Federally Qualified Health Centers (FQHCs) operating in West Virginia. Phreesia delivers patient intake, behavioral health screening, education, and resource routing at the moment of clinical encounter through a tablet-based and mobile patient interface. Phreesia's Patient Activation Measure (PAM) intervention has been documented to produce \$31 million in cost avoidance across a 24-month evaluation in a state Medicaid dual-eligible and uninsured patient program, and a 97% PRO measure completion rate. **Through Phreesia, the campaign will deliver brief intervention screening, behavior change educational content, prevention messaging, and direct routing to the Department's online resources inside the clinical workflow.**

### BOTTOM LINE

Blueprint is the team built for this work. Federal HHS portfolio depth at the corporate level. West Virginia residency at the daily level. Shared services consolidation experience at the enterprise level. Mortality-outcome past performance at the campaign level. The largest media publisher in the country on our team offering exclusive media access, data reach, and government-preferred pricing across every platform in a platform-neutral, audience-led media plan. A lean three-layer team structure that scales our depth by area of need without scaling cost.

# VENDOR QUALIFICATIONS AND CAPACITY

This section responds to each mandatory qualification required by Section 3 of the CRFQ. Each subsection identifies the requirement and Blueprint's compliance response in the same order the CRFQ presents them. Past performance projects in Section 3.4 are sequenced to map directly to the operating realities introduced in the Executive Summary.

## 3.1 Vendor Identification and Company Background

Blueprint Creative Group is the prime contractor and single accountable party for this engagement. Blueprint is a federally certified Woman-Owned Small Business and SBA 8(a) certified firm with 16+ years of prime and subcontract experience on multi-year public health communications contracts with U.S. Department of Health and Human Services agencies. Blueprint's CPARS-rated past performance reflects high ratings for client relations, program management, labor monitoring, project budgeting, and detailed reporting.

### Federal HHS Portfolio Relevant to West Virginia's Public Health Categories

Blueprint's federal portfolio is relevant to the State's public health work. We are direct alumni of the federal benchmarks that govern how public health communications are delivered in the categories the Departments are responsible for.

## PUBLIC AGENCY CAMPAIGN PARTNERS

FEDERAL AGENCIES	ILLINOIS	CALIFORNIA	TEXAS	OTHER STATES
 HHS  CMS  CMS  SAMHSA  CDC	 Get Covered Illinois  IDHS  IDPH	 CDPH  CA Tobacco Control Program  Public Health  COVERED CALIFORNIA	 Texas DSHS  UT Health San Antonio  CT DMHAS  FL USF  SC DAODAS	 VA & Northern Virginia  Erie County, NY  GA DPH  GA DBHDD  NH DHHS  LA GOHSEP  MD MDH  AL ADPH

- Centers for Medicare and Medicaid Services (CMS):** Blueprint provided ongoing publication support, training, and SME services to the Center for Clinical Standards and Quality (CCSQ) Division of Chronic and Post-Acute Care, maintaining the Long-Term Care Facility Resident Assessment Instrument (RAI) User's Manual and the 18 MDS Item Sets that determine Skilled Nursing Facility Prospective Payment System payments. This work informs the same Medicaid eligibility, long-term care, and post-acute communication patterns the Department of Health and Department of Health Facilities will be running.

- **Centers for Disease Control and Prevention (CDC):** Blueprint's corporate experience includes leading the CDC Risk Communications Model for Hispanic and Latino communities during H1N1, the CDC Health Equity Partnership for Immunization, the CDC HIV/AIDS Partnership (DHAP), the CDC National Diabetes Prevention Program with integrated health IT and serious games, and the CDC NIOSH Impact Wellbeing campaign currently active under the U.S. Surgeon General's National Plan for Health Workforce Well-Being.
- **Substance Abuse and Mental Health Services Administration (SAMHSA):** This includes SAMHSA's National Recovery Month campaign, creative strategy on SAMHSA's RecoverMe initiative, and serving as project director for SAMHSA's Educational Outreach Initiative across substance use disorder and mental health work.
- **National Institutes of Health (NIH):** Leadership tenure on the NIH Public Information Communications Services Contract to also include tenure across NIDA, NEI, NICHD, NIAID, Office of Minority Health, Office of Women's Health, and the NIH HEAL Initiative.
- **U.S. Army Medical Research and Development Command (USAMRDC) and Defense Health Agency (DHA):** Public Affairs Office contractor with a four-person onsite team embedded at Fort Detrick, MD and leading enterprise communications across 10 global commands. We also supported the integration into the DHA shared services structure.
- **HHS Office of the Assistant Secretary for Health (OASH), HRSA, FDA, DSPO, and others:** Additional HHS portfolio includes the HHS Office of the Secretary Vaccine Confidence Communications Strategy, the FDA Office of Women's Health Take Time to Care campaign, the Federal Suicide Prevention Communication Playbook co-led by Lisa Hines, the HRSA Bureau of Maternal and Child Health portfolio, and the NHLBI Sickle Cell Clinical Trial Recruitment campaign.

## 3.2 Dedicated Staff for Graphic Design, Creative Development, and Media Planning and Buying

Blueprint commits dedicated senior staff for each of the three functions with each named lead exceeding the five-year senior leadership minimum and has verifiable public health portfolio experience. Graphic design is two-tiered at the senior level to ensure continuity.

Function	Dedicated Lead	Senior Experience
<b>Graphic Design (Lead)</b>	Mike Kittredge	18+ years creative production; 2025 ClearMark Award for plain-language excellence; portfolio across CDC, NIH, HHS, ODPHP; <i>Show Me for Emergencies</i> multilingual illustration platform (300+ original illustrations)
<b>Graphic Design (Second Tier)</b>	Darrell Walker, BFA	20 years as Art Director with work for CDC, SAMHSA, HUD, Agency for Healthcare Research and Quality (AHRQ), Health Resources and Services Administration (HRSA), HIV/AIDS Bureau, Bureau of Primary Health Care (BPHC), Maternal and Child Health Bureau (MCHB), Healthcare Systems Bureau (HSB) and Bureau of Health Workforce (BHW). Winner 2024 Gold MUSE Best Advertising Campaign; 2024 MarCom; 2021 Hermes; 2026 PrEPpy Best PrEP Campaign
<b>Creative Development (Lead)</b>	Julianne Edelstein	10+ years federal creative includes work as SAMHSA RecoverMe creative lead; CDC National Institute for Occupational Safety and Health Impact Wellbeing (U.S. Surgeon General-backed); CDC Inside Knowledge bilingual Spanish materials; former FHI 360 Social Marketing Manager for CDC Division of Diabetes Translation
<b>Media Planning and Buying (Lead)</b>	Helene Rubin, MBA	Vice President of Planning, iHeartMedia Unified Partnerships; named Public Sector Subject Matter Expert; direct response and behavior change campaign leadership; portfolio across state public sector campaigns including Virginia Department of Rail and Public Transportation, California Highway Patrol Motorcyclist Safety Program, California Division of Boating and Waterways, Florida Department of Transportation Pedestrian and Bicycle Safety

### 3.3 Key Personnel

Blueprint's team for this engagement is organized in three layers.

- **Layer 1 (Core West Virginia Team)** is six dedicated Key Personnel who carry the engagement day-to-day.
- **Layer 2 (Additional Key Personnel by Discipline)** is the additional three senior contributors pulled in to support work orders by area of need, scaling depth without scaling dedicated FTE.
- **Layer 3 (Subject Matter Experts)** is Blueprint's Center of Excellence team engaged only when a specific high stakes scope calls for their federal benchmark credential, billed against work orders.

The structure delivers extensive capabilities across every public health category in the CRFQ scope without bloating labor or costs that in less disciplined team structures. Mary DiMaggio Finley is the named Contract Manager and single accountable executive for federal funds compliance, shared services governance, and cross-Department reporting.

#### Layer 1: Core West Virginia Team (Key Personnel, Dedicated)

**Executive Sponsor / Contract Manager**  
 Mary DiMaggio Finley

**Account Director  
 (WV Resident)**  
 Jennifer Theresa Smits

**WV Office Lead  
 (WV Resident)**  
 Jennifer D. Graham,  
 MS, CHES

**Sr. Health Comms  
 Strategist**  
 Julianne Edelstein

**Graphic Design  
 Lead**  
 Mike Kittredge

**iHeart UP Sr. Media  
 Lead**  
 Helene Rubin, MBA

#### Layer 2: Additional Key Personnel by Discipline (Pulled by Area of Need)

**Strategic Planning Support**  
 Sarah Cook-Raymond, MA

**Research / Formative  
 Assessment**  
 Tara Kovach, MPH

**Creative Strategy / 2nd-Deep  
 Design**  
 Darrell Walker, BFA

#### Layer 3: Subject Matter Experts (Center of Excellence, Drawn by Work Order)

**Suicide Prevention**  
 Lisa Hines, MPH

**DSPO / Crisis Comms**  
 Ashby Dodge, LCSW

**Outcome Survey  
 Methodology**  
 Rucha Londhe, PhD

**Maternal Infant / TMAH  
 2026**  
 Dr. Nisha Cooch, PhD

**WV Medicaid  
 Implementation**  
 Doreen Effange, DHSc

**Tobacco Control / State  
 DPH**  
 Andrea Mooney, MPH

## How the Three Layers Work Together

### Layer 1: Core Team (Key Personnel)

**Layer 1 is the day-to-day team.** The six Layer 1 Key Personnel are dedicated to this engagement, carry every standing account responsibility, and own the primary client interface. Mary DiMaggio Finley provides executive oversight and contract administration at 0.25 FTE. Jennifer Theresa Smits is the single Account Director and routes all work through each Department's Communications Director. Jennifer D. Graham anchors the West Virginia operating office and leads daily Charleston-area coordination. Julianne Edelstein and Mike Kittredge lead Creative Development and Graphic Design respectively. Helene Rubin leads Media Planning and Buying from her position as Vice President of Planning at iHeartMedia Unified Partnerships.

Role and Allocation	Named Individual	Qualifying Credentials	Education Compliance
<b>Executive Sponsor and Contract Manager</b>	Mary DiMaggio Finley	Chief Strategy Officer at Blueprint with a track record that includes 8 years as Project Director for DC Department of Health Healthy Start; multi-year Corporate Monitor for CDC, FDA, NIH, NIH HEAL Initiative, NICHD, HHS OASH, OSSE; 25+ years senior leadership in federally funded HHS communications	Bachelor of Science in Marketing, Rutgers University
<b>Account Director, West Virginia resident</b>	Jennifer Theresa Smits	15+ years federal Director level communications across USDA Economic Research Service, U.S. Census Bureau, and FEMA; senior communications portfolio in public information, audience engagement, federal compliance reporting	Bachelor's degree, West Virginia University
<b>West Virginia Office Lead,</b>	Jennifer D. Graham, MS, CHES	25+ years West Virginia public health marketing and outreach campaign leadership; founder, West Virginia National African American Tobacco Prevention Network; two First Place National Extension Association of Family and Consumer Sciences (NEAFCS); Certified Health Education Specialist	Master of Science in Community Health Education plus
<b>Senior Health Communications Strategist</b>	Julianne Edelstein	10+ years federal creative strategy for SAMHSA RecoverMe, CDC NIOSH Impact Wellbeing creative lead; CDC Inside Knowledge bilingual Spanish materials; former Social Marketing Manager for CDC Division of Diabetes Translation; former Director, Office of Health Communications, Massachusetts Department of Public Health	Bachelor's degree in qualifying communications discipline plus Master of Public Health from George Washington University.

Role and Allocation	Named Individual	Qualifying Credentials	Education Compliance
<b>Graphic Design Lead, 1.0 FTE</b>	Mike Kittredge	18+ years federal creative production; 2025 ClearMark Award for plain-language excellence; CDC, NIH, HHS, ODPHP portfolio; Show Me for Emergencies multilingual illustration platform (300+ original illustrations)	Bachelor of Fine Arts in qualifying creative discipline. Eighteen years of federal creative production at senior level meets Section 3.3 minimum.
<b>iHeartMedia Unified Partnerships Senior Media Lead, dedicated partner role</b>	Helene Rubin, MBA	Vice President of Planning, iHeartMedia Unified Partnerships; named Public Sector Subject Matter Expert; senior media planning and buying leadership across state and federal public sector and behavior-change campaigns; direct-response and audience attribution discipline	Master of Business Administration from West Chester University of Pennsylvania. MBA in marketing-equivalent discipline plus 20+ years senior media leadership meets Section 3.3 minimum.

### Layer 2: Additional Key Personnel Support (Pulled by Discipline)

**Layer 2 supports Layer 1 when the discipline of a work order calls for additional senior depth.** Layer 2 contributors are not duplicated FTE; they are senior agency leadership made available by area of need. Sarah Cook-Raymond contributes Strategic Planning depth on cross-Department behavior change briefs and shared services governance design. Tara Kovach contributes formative research, focus groups, and survey methodology when the work order calls for primary research. Darrell Walker contributes creative strategy and second deep federal benchmark on graphic design, behavior change visual systems, and multilingual creative.

- **Sarah Cook-Raymond, MA:** 20+ years federal HHS communications including a \$2.36 billion federal program. 20-year continuous relationship with the New York State Department of Health. White House publication that informed national strategy. National Press Club speaker. Featured in Inc, Forbes, and Fortune. Provides strategic planning depth.
- **Tara Kovach, MPH:** 25+ years public outreach and stakeholder engagement. 12 years at FHI 360 as technical advisor for CDC, NIH, and USAID. Formative research and focus groups specialist. Provides research, formative assessment, and survey methodology support.
- **Darrell Walker, BFA:** 20 years federal Art Director portfolio across CDC, SAMHSA, HUD, AHRQ, and HRSA. Provides creative strategy and second layer on graphic design, behavior change visual systems, and multilingual creative.

### Layer 3: Subject Matter Experts (Drawn by Work Order)

**Layer 3 Subject Matter Experts are specialists drawn into work orders that require a specific benchmark credential.** For mission-specific high stakes scopes (suicide prevention, opioid harm reduction, maternal infant TMaH 2026 alignment, West Virginia Medicaid outreach, tobacco control, federal account discipline, and outcome survey methodology), Blueprint draws on a seven-person Center of Excellence Subject Matter Experts engaged by work order.

The Layer 3 bench is not standing overhead. A Layer 3 SME is engaged only when the scope clearly calls for their credential. SME engagement is billed against the appropriate work order rather than carried as a

standing FTE cost. This keeps the team lean while ensuring no scope is left without the right federal benchmark depth when it is needed.

Public Health Category	Layer 1 Lead	Layer 2 / Layer 3 Support	Past Performance Reference
<b>Behavioral Health and Suicide Prevention</b>	Julianne Edelstein	Hines (Federal Suicide Playbook), Dodge (DSPO GS-15), Cook-Raymond (Layer 2)	CDC NIOSH Impact Wellbeing (Surgeon General-backed); SAMHSA RecoverMe; Federal Suicide Prevention Communication Playbook; NH DHHS Suicide Prevention; CT DMHAS; MA DPH 988 Suicide and Crisis Lifeline; GA DBHDD Teen Summit; Child Mind Institute Dare to Share (3.68B impressions)
<b>Substance Use Disorder and Harm Reduction</b>	Edelstein, Graham (WV community engagement)	Hines, Londhe, Walker (Layer 2 Art Director on Erie County)	Erie County Detect to Protect (61% Black-community overdose reduction); CA DPH Choose MAT (135K visits, \$2.7M added value); CDC PHAST Toolkit; SAMHSA IDIQ Domain IV prime; DEA Take Back Day; NY Erie Opioid Harm Reduction; TX UT Health San Antonio Fentanyl Awareness
<b>Medicaid Enrollment and Maternal-Infant</b>	DiMaggio Finley (DC DOH Healthy Start), Smits	Effange (WV Medicaid, conflict-screen pending), Cooch (TMAH 2026), Cook-Raymond (Layer 2)	CMS Quality Indicator Survey (Blueprint, current); VNSNY CHOICE multilingual Medicare/Medicaid launch; ArchCare Senior Life PACE; CMS Welcome packets DC; IHIP HRSA TA; HRSA MCHB portfolio; Covered California; IL Get Covered; federal Maternal Mental Health Hotline; Phresia point-of-care
<b>Foster Care, Kinship Care, Child Welfare</b>	Smits, DiMaggio Finley	Cooch (behavior change), Cook-Raymond (Layer 2 family voice methodology)	DC DOH Infant Mortality, Newborn Hearing Screening, Teen Suicide; FDA Office of Women's Health Take Time to Care; Child Mind Institute Dare to Share
<b>Tobacco Control and Anti-Vape</b>	Graham	Andrea Mooney (Layer 3 state DPH peer), Walker (Layer 2)	VA DOH, AL DOH, MD Center for Tobacco Prevention Control, IL DPH, TX DSHS Anti-Vape, CA Tobacco Control Deadly or Delicious, LA County, GA DBHDD Life is Great Without the Vape (31.2M impressions, \$256K added value)
<b>Vaccination and Infectious Disease Prevention</b>	Edelstein, Kittredge (508 visualization)	Nisha Cooch (PhD neuroscience), Sarria (Layer 3 federal account discipline)	HHS We Can Do This; HHS Immunity in Our Community; Combat COVID; NIH Immunity podcast; CDC RX Survey; CA DPH Paxlovid; LA Wear a Mask; MD Health COVID Vaccine; TX DSHS Flu Vaccine; VA Northern Virginia COVID; GA DPH COVID Vax Acceptance
<b>Chronic Disease Prevention</b>	Smits (USDA ERS alumna)	Mooney, Cooch	HHS Live to the Beat (federal cardiovascular); CDC National Diabetes Prevention Program with serious games;

Public Health Category	Layer 1 Lead	Layer 2 / Layer 3 Support	Past Performance Reference
			CMS CCSQ MDS/RAI long-term care portfolio; NHLBI Sickle Cell Trial Recruitment
<b>Health Facilities and Regulatory (DHF)</b>	DiMaggio Finley, Smits	Sarria (Layer 3 federal account discipline)	USAMRDC PAO DHA shared services (Blueprint, 2023 to 2025); CMS CCSQ; federal HHS Vaccine Confidence Communications Strategy
<b>Multilingual and CLAS Standards</b>	Edelstein (bilingual Spanish), Kittredge (Take Good Care Spanish)	Walker (Layer 2 multilingual portfolio), Kovach (Layer 2 English-Spanish)	VNSNY CHOICE Spanish, Chinese, Arabic (2021 Gold MUSE plus Hermes); CDC Risk Communications Model for Hispanic and Latino H1N1; iHeart Black Information Network; My Cultura Latino podcast network (45M Hispanic adults monthly); Unified Voices minority-owned publisher network
<b>Section 508 and WCAG 2.1 AA</b>	Kittredge (2025 ClearMark), Walker (Layer 2 federal 508 portfolio)	Londhe (Layer 3 federal documentation standards)	MA DPH Show Me for Emergencies (300+ multilingual illustrations, 2025 ClearMark); CMS CCSQ MDS Item Sets in 508-compliant PDFs; Impact Marketing 20+ year HHS accessibility practice (WAVE, JAWS, NetCentric)
<b>Plain Language</b>	Kittredge (2025 ClearMark), Edelstein	Cook-Raymond (Layer 2 plain language training to HHS officials), Londhe	MA DPH Show Me ClearMark Award; CDC Clear Communication Index; Plain Language Act; federal SAMHSA practical guides (Londhe, 2021 to 2023)
<b>Outcome Survey and Federal Reporting</b>	Smits (Census Bureau alumna)	Londhe (Layer 3 pool lead), Kovach (Layer 2 FHI 360 CDC/NIH/USAID evaluation)	BIT MA DPH suicide prevention RCT; BIT City of Huntington Compass (WV direct analog); BIT NH DHHS vaccine and child/maternal; iHeart UP 70+ measurement tools (Megellan, ArtsAI, Neustar, Veeva Crossix, IQVIA)

## 3.4 Three Comprehensive Marketing Projects Within the Last 24 Months

Each project below covers the full scope of strategy, creative development, media planning and buying, and outcome measurement called for by the CRFQ scope. Projects are sequenced to map to the operating realities the Departments will navigate in 2026: enterprise shared services consolidation (Project 1), mortality outcome substance use disorder campaigns (Project 2), and state scale Medicaid behavior change communications (Project 3).

### **Project 1. U.S. Army Medical Research and Development Command Public Affairs Office Under DHA Shared Services Integration (Blueprint, 2023 to 2025)**

The U.S. Army Medical Research and Development Command, headquartered at Fort Detrick, Maryland, is the Department of Defense's premier medical research and development organization, leading the Department's investment in research for combat casualty care, military infectious disease, military operational medicine, military performance enhancement, and clinical and rehabilitative medicine.

USAMRDC oversees ten subordinate commands and research institutes including the Walter Reed Army Institute of Research (WRAIR), the U.S. Army Institute of Surgical Research (USAISR), and the U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID), among others. The work of USAMRDC and its subordinate commands feeds directly into the Defense Health Agency, which provides health care services for 9.6 million beneficiaries across the Military Health System. Beginning in 2023 and continuing through 2025, USAMRDC was integrated into the Defense Health Agency shared services structure, requiring USAMRDC to retain its agency level identity, research portfolio, and Command leadership voice while simultaneously aligning with DHA enterprise messaging, branding standards, and shared communications services.

#### **Project 1: U.S. Army Medical Research & Development Command (USAMRDC)**

##### **The Challenge**

Integrating a massive medical research command (10 subordinate institutes) into the Defense Health Agency (DHA) shared services structure without losing agency-level identity.

##### **The Impact**

Flawless two-year enterprise transition maintaining brand discipline, leadership voice continuity, and full federal compliance documentation.

##### **The Approach**

Deployed a dedicated strategic communications team. Participated in DHA shared services governance while producing 100+ command speeches, 100+ feature articles, and leading major ceremonial events.

##### **The Transferability to WV**

*Directly analogous to the new three-Department shared services structure West Virginia is navigating in 2026. Proves we can deliver cross-entity umbrella messaging while retaining individual agency identities.*

USAMRDC engaged Blueprint to deliver comprehensive public affairs and strategic communications support during the DHA integration. The objectives were to (1) maintain consistent visual representation of USAMRDC's brand across all touchpoints during the critical organizational transition, (2) preserve mission documentation and amplify command research achievements across all ten subordinate commands while DHA reorganization was underway, (3) translate complex medical and scientific research into accessible content for Congressional, military leadership, research community, and public audiences with messaging that worked at both USAMRDC and DHA levels, (4) deliver leadership voice continuity during the transition from BG Bailey to MG Lodi, (5) execute high stakes ceremonial events including Change of Command ceremonies, Congressional visits, and Military Health System Research Symposium conferences, and (6) participate in DHA Strategic Communications Shared Services governance to align USAMRDC PAO with enterprise communications standards.

## Project 2. Erie County, New York Department of Health Detect to Protect Harm Reduction Campaign

The Erie County, New York Department of Health serves approximately 950,000 residents across the Buffalo metropolitan area and surrounding rural Western New York. By 2023, Erie County's opioid overdose deaths had reached crisis levels, with one-third of all opioid overdose deaths affecting Black residents and overdose rates in the Black community reaching 117.4 per 100,000 in August 2024. Most decedents did not see themselves as opioid users; recreational cocaine users were dying from cocaine contaminated with fentanyl. Erie County engaged Impact Marketing to design and execute a multi-year harm reduction community engagement and media campaign to (1) reduce overdose mortality among Black residents, (2) increase distribution of fentanyl test strips and Narcan within affected communities, (3) shift perception that fentanyl was a problem isolated to opioid users, and (4) build a sustainable infrastructure of community ambassadors and faith-based leader champions.

### Project 2: Erie County Department of Health — Detect to Protect

#### The Challenge

Escalating opioid overdose deaths in Erie County, NY, specifically spiking within the Black community due to fentanyl-contaminated recreational drugs.

#### The Impact

**61%** reduction in Black-community opioid overdose deaths in 12 months.  
**374%** increase in fentanyl test strip distribution.  
**236%** increase in Narcan kit distribution.  
 215,000+ website visits.

#### The Approach

A multi-year harm reduction campaign using community-ambassador photography, predominantly Black radio/OOH placement, faith-based champion training, and specific blue-collar/casino location-based digital displays.

#### The Transferability to WV

Methodology directly transferable to West Virginia's southern coalfields and Eastern Panhandle through our WV Office Lead's established community networks.

Impact Marketing led the full scope under the brand identity *Detect to Protect*, anchored to the City of Good Neighbors concept rooted in Buffalo's civic identity. Year One included formative research with peer navigators, healthcare and behavioral health providers, community-based organizations, and faith leaders; community-ambassador photography of ten Erie County residents with lived experience; radio spots and videos for streaming platforms. A radio message ran during a Buffalo Bills playoff pre-game show and during the game on WGR. From July through December 2024, the campaign added coasters, posters, and brochures in bars, restaurants, barbershops, gas stations, corner stores, and pharmacies in zip codes with the highest opioid overdose rates. Digital location-based and audience-based display ads ran alongside multiple rounds of social media advertising on TikTok and Meta.

The campaign documented a 61% reduction in Black community opioid overdose deaths in 12 months (from 117.4 to 46 per 100,000), representing more than 70 lives saved per 100,000 Black residents in a single year. Overall Erie County opioid overdose deaths decreased 25% over the same period. Distribution increased 374% in fentanyl test strips, 1,796% in xylazine test strips, and 236% in Narcan kits. The campaign drove 215,000+ visits to the Erie.gov/Detect harm reduction site and achieved a 29.2% campaign lift against a 13.6% industry average.

## Project 3. California Department of Health Care Services Choose MAT Campaign

The California Department of Health Care Services operates the state's Medicaid program for approximately 14 million Californians and administers the Choose Change California program promoting Medically Assisted Treatment for opioid use disorder. With California averaging more than 2,200 opioid-related deaths per year and the highest concentrations in rural Northern California and parts of Los Angeles County, the Department engaged the team to launch a statewide campaign promoting MAT. Objectives were to (1) drive Californians to chooseMAT.org to find treatment options, (2) increase awareness of MAT as a treatment option, (3) reach high-overdose-mortality counties with statewide rural and urban media coverage, and (4) document behavior-change outcomes with attributable behavior shift.

The team designed and executed an integrated campaign using broadcast radio, the Total Traffic and Weather Network, digital display, video, OTT, and search engine marketing. Digital was deployed primarily in rural Northern California where over-the-air signal coverage is uneven. Broadcast radio and traffic sponsorships covered urban markets. The team identified counties with high opioid death rates and emergency room visits to determine target markets. The team negotiated partnerships with Major League Baseball through the San Francisco Giants and Los Angeles Dodgers, including in-game broadcast ads, in-game features, and in-stadium advertising. The team also coordinated with the National Opioid Action Coalition to request matching spots for each iHeart asset deployed, multiplying reach without additional paid spend. A statewide brand survey was conducted prior to launch to baseline the campaign and enable pre-post measurement.

### Project 3: California Department of Health Care Services — Choose MAT

#### The Challenge

Launching a massive statewide campaign promoting Medically Assisted Treatment (MAT) across both highly urban centers and remote rural regions with uneven over-the-air signals.

#### The Impact

**135,000+** Californians driven to treatment locators.  
**12%** increase in unaided awareness.  
**\$2.7M+** in documented added-value media through the publisher-as-partner credit structure.

#### The Approach

Integrated mix of digital display/OTT in rural areas and broadcast radio/traffic sponsorships in urban markets. Negotiated matching spots through the National Opioid Action Coalition.

#### The Transferability to WV

*Demonstrates the exact publisher-as-partner added-value commitment structure and rural/urban media split that Blueprint brings to West Virginia.*

The campaign drove more than 135,000 Californians to chooseMAT.org. Unaided campaign awareness increased 12%, radio recall increased 21%, and awareness of MAT treatment locations increased more than 20%. The team over-delivered radio impressions by 109%, valued at more than \$2.7 million in added value, and over-delivered out-of-home by 39%, valued at more than \$175,000. The Department's testimonial confirms partnership impact: iHeartMedia was instrumental in helping the Department effectively reach the target audience and impact so many Californians with important lifesaving information.

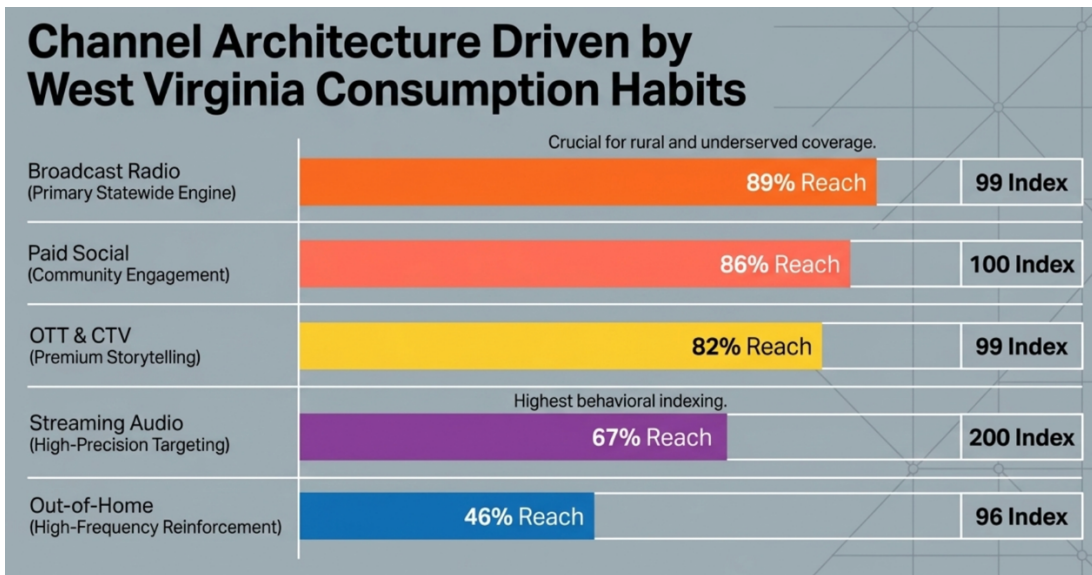
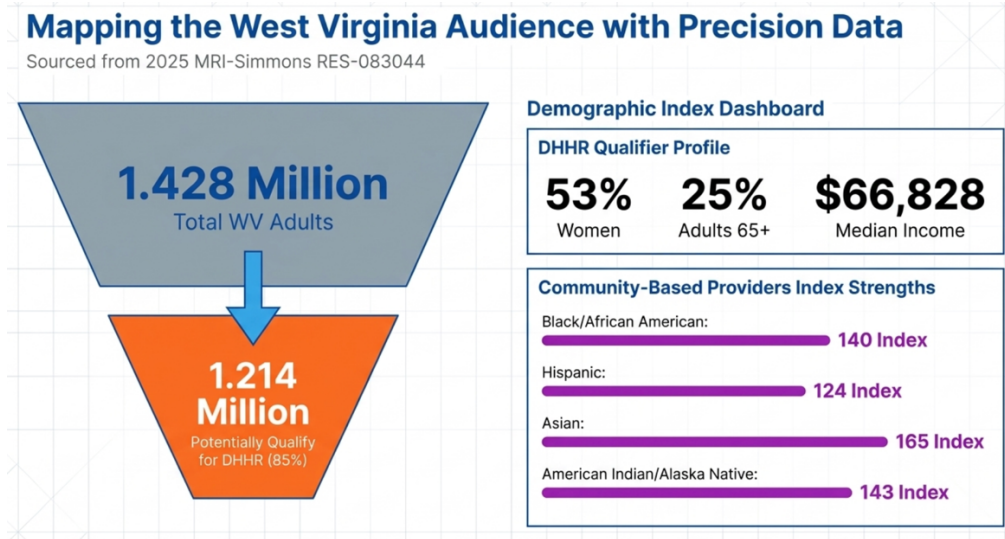
## 3.5 Media Commitment Capacity

Blueprint affirms the capacity to commit and place \$1.5 million in media at any one time across West Virginia broadcast, print, out-of-home, and digital channels. The capacity is documented and backed by three financial mechanisms.

Financial Mechanism	Function
<b>Government Preferred Media Rates</b>	Because the media publisher is on Blueprint's team, the Departments receive iHeartMedia's government preferred media rates on all media buys placed through Unified Partnerships, with documented added-value commitments that reduce effective media cost
<b>Publisher-Side Credit Facility Upwards of \$5 Million</b>	Unified Partnerships extends a publisher-side credit facility of upwards of \$5 million to Blueprint for this engagement. This facility allows the team to commit and hold the \$1.5 million media buy at any one time without requiring Blueprint to advance cash before reimbursement from the Departments.
<b>\$500,000 Corporate Line of Credit</b>	Blueprint maintains a \$500,000 corporate line of credit with City National Bank, available to bridge any short-term operating gap between Department payment cycles and ongoing campaign delivery.

## West Virginia Media Architecture Backed by 2025 MRI-Simmons Reach Data

The 2025 MRI-Simmons data for West Virginia segments 1.428 million total West Virginia adults, identifies 1.214 million (85% of all WV adults) who Potentially Qualify for DHHR, identifies 865,000 Community-Based Service Providers, and provides demographic, behavioral, and media-consumption profile depth for each segment. The media plan is built from the Simmons audience map outward, not from inventory ownership inward.



## How the iHeart Partnership Works Across the Whole Media Plan

The structural benefit of iHeartMedia Unified Partnerships being on Blueprint's team is not that the media plan defaults to iHeart inventory. The plan is platform-agnostic and audience led. The benefit is publisher-on-the-team posture leveraged across every channel:

- **iHeart-owned channels at government-preferred rates.** iHeart's owned and operated stack (860+ broadcast radio stations including 16 in West Virginia, the iHeartRadio streaming network, the #1 podcast network with 1 billion+ monthly downloads, iHeart-owned digital and event properties) is priced at iHeartMedia's government preferred rates. Documented added-value examples include \$2.7M+ on California Choose MAT, \$256K on Georgia Department of Behavioral Health Life is Great Without the Vape, and \$119K on Georgia DBHDD Teen Summit.
- **Negotiated rates across non-iHeart OTT, CTV, and broadcast.** The same publisher-on-the-team posture is leveraged when negotiating with non-iHeart inventory partners. iHeart's \$4 billion in lifetime government placement scale provides the negotiating relationship and rate leverage with major OTT and CTV streaming publishers (Netflix, Hulu, Disney+, Pluto.tv, Tubi, Peacock), broadcast television stations across West Virginia and adjacent DMA spill markets, and regional out-of-home publishers (Lamar, OUTFRONT, gas-pump and transit advertising vendors). The Departments do not get the iHeart rate only when they buy iHeart; they get the iHeart-scale negotiating leverage applied to the whole plan.
- **Industry exclusive direct API access to every major paid social platform.** Unified Partnerships brings centralized programmatic targeting across Meta, TikTok, Snapchat, YouTube, X, LinkedIn, Pinterest, Reddit, and NextDoor through industry exclusive direct API access. This includes Public Health Messaging certifications across all major social platforms (the elevated approval pathway required for suicide related content), Pharmaceutical category certifications where required, and Substance Misuse and Recovery messaging certifications.
- **Multicultural and audience-specific reach.** iHeart's audience-specific platforms (Black Information Network with 24x7 dedicated Black News service, My Cultura Latino podcast network reaching 45 million Hispanic adults monthly, Black Effect Podcast Network with 1 billion+ total downloads, Unified Voices minority-owned publisher network) are available for the Departments' multilingual and multicultural outreach without constraining the plan to iHeart-only inventory. Multilingual creative production runs in Spanish, Vietnamese, Chinese, Tagalog, Urdu, Arabic, and additional languages on a per-campaign basis.
- **Measurement stack of 70+ tools across the entire plan.** The iHeart UP measurement stack (Megellan radio-to-web attribution measuring web visits within ten minutes of an ad airing, ArtsAI cookie-less cross-device attribution, Neustar TransUnion data clean room, Veeva Crossix and IQVIA HIPAA-compliant healthcare audience measurement, Nielsen Catalina Sales Lift, ComScore, Adobe Audience Manager, and 60+ additional subscription data resources) attributes campaign performance across both iHeart-owned and non-iHeart inventory. The Departments receive cross-platform attribution, not platform-siloed reporting.



## The Publisher Advantage: Pre-Launch Readiness

**170M+**  
Registered Users

**185M+**  
First-Party Profiles

**\$1B**  
Data Infrastructure

### AUDIENCE (DIGITAL)

comScore - Multi-Platform  
 comScore - PlanMetrix  
 comScore - Cross-Visit  
 comScore - Audience Duplication  
 eMarketer  
 Triton  
 Lotame  
 Nielsen / Scarborough

### AUDIENCE (OFFLINE)

Act1  
 Nielsen Qualitative Diary  
 Tapscan Web  
 Strata  
 Nielsen / Scarborough  
 Nielsen Analyzer  
 PPM Analysis Tool  
 Nielsen NPower / Local TV  
 Toolbox  
 Touchpoints  
 Civis Analytics

### CONSUMER TARGET

MRI GfK  
 Scarborough (Local Markets)  
 Consumer Profiles of IHM Audience  
 Scarborough USA (Regional / National)  
 Experian Mosaic USA

### AD CATEGORY SPENDING

Kantar  
 Media Monitors  
 Consumer Technology Association  
 Statista  
 ARF  
 Nielsen Live 360  
 Nielsen Music 360  
 Miller Kaplan  
 Winmo  
 Pathmatics

### PROPRIETARY (OFFLINE)

Global Marketing Music  
 iHeartMedia Research Tools

### OPPORTUNITY SOURCING

GovWin  
 BGov (Bloomberg Government)  
 Brand Total



**62+ subscription data resources deployed before a single dollar is spent. We never launch blind.**

## The Publisher Advantage: Post-Launch Attribution

**Veritone + LeadsRx**  
 Tying paid placements directly to website visits.

**ArtsAI**  
 Audio-impression attribution.

**API Access**  
 Exclusive direct API access across major social platforms.

## Post-Launch Resources

### IHEARTMEDIA ANALYTICS

Web Lift (Veritone + LeadsRx)  
 Call Lift (#250)  
 Social Lift (NetBase)  
 Brand Lift (Research Now / Dynata / Survata)  
 Sales Lift (Nielsen Catalina / Buyer Insights)  
 Retail Traffic Lift (Cubeiq / Groundtruth)  
 Retail Traffic Lift (Foursquare)  
 Auto Lift (Urban Science / AutoFlyte Edge)  
 Veritone AIWare  
 Causal Impact by Google AI  
 Campaign Impact Powered By IBM Watson  
 Social Lift (BrandTotal)  
 Earned Media Impact (Veritone)  
 Linear TV Overlap (MadHive, iSpot)

### QUALITATIVE (PROPRIETARY)

iHeartRadio Social Survey  
 iHeartRadio Weekly Call Out  
 iHeartRadio Online Music Test  
 The iHeartBeat Powered by FlexMR

### 3RD PARTY QUALITATIVE (SOCIAL)

Brand Lift (7 Networks)  
 Facebook Poll Ads

### IHEARTMEDIA QUANTITATIVE (DIGITAL)

YouTube Analytics  
 SmartAudio Dashboard (Jelli)  
 Adobe Audience Manager  
 Shareable  
 Digital Dashboard (Unified)

### 3RD PARTY TRACKING

ArtsAI (Podcast, Streaming, OTT, Display)  
 Megaphone (Podcast)  
 Barometric (Podcast)  
 Chartable (Podcast)  
 Podsights (Podcast)  
 Claritas (Podcast)



## 3.7 Infrastructure in Place

Blueprint's infrastructure for performance under this contract is in place as of bid submission. The operating address at iHeartMedia Studios in Charleston, West Virginia is fully staffed and broadcast-operational with engineering, programming, and community partnerships in place. Teaming and subcontractor arrangements supporting this proposal are in place. Named Key Personnel have confirmed availability for the contract term. Production and measurement infrastructure (creative production, media planning and buying, audience research, outcome survey, accessibility testing, project management and reporting) is operational. The 30-, 60-, and 90-day stabilization plan documents how the team activates the engagement on the date of award notification with no startup delay.

# TECHNICAL APPROACH TO MANDATORY SPECIFICATIONS

Blueprint's technical approach is organized in the exact order of the mandatory specifications and the Pricing Pages, so the Departments can trace level of effort to capability line by line. Where the State has signaled the heaviest level of effort, Account Services at 2,200 hours, Survey and Analysis and Evaluation at 1,200 hours, Media Buys at 700 hours, and Print Media at 500 hours, we have built the deepest expertise, the clearest process, and clear past performance alignment. Every specification below names who does the work, how the work is run, and what the Departments receive.

## Approach and Local Market Understanding

### *West Virginia Health Landscape and Macro Operating Context*

The advertising scope under this CRFQ is being launched at a defining moment in West Virginia's health history. Governor Patrick Morrisey's Health to Prosperity vision is reframing the State's relationship with its health agencies from reactive sick care to proactive prevention. The Rural Health Transformation Program represents an unprecedented federal investment that, while not part of this CRFQ scope, fundamentally reshapes the federal accountability environment in which every campaign the Departments run will be evaluated. The Department of Health, the Department of Human Services, and the Department of Health Facilities are being asked to communicate this transformation to West Virginians across roughly a dozen public health categories, six politically distinct mission areas, and a documented audience of 1.214 million West Virginia adults who Potentially Qualify for DHHR. Each Department's Communications Director is operating under a shared services structure with overlapping audiences and distinct statutory mandates, and is accountable not only to the Department leadership but increasingly to federal counterparts who track West Virginia outcomes against national benchmarks.

Blueprint's technical approach is anchored to this context. Every campaign brief begins with two questions: which of the State's public health priorities does this advance, and which federal accountability surface does this touch. Both questions are answered before creative production begins.

### *Audience Research and Insight*

Blueprint and iHeartMedia Unified Partnerships arrive at contract award with deep first-party audience research already in hand (see the attached). iHeart's 185 million first-party registered user profiles plus the 2025 MRI-Simmons Fall West Virginia data segment 1.428 million total West Virginia adults into actionable communications cohorts. The 1.214 million West Virginia adults who Potentially Qualify for DHHR (85% of all WV adults) are profiled in detail: 53% women, 25% adults 65 and older, 95% white, 37% with household income under \$50,000, with median household income of \$66,828. The 865 thousand Community-Based Service Providers audience has notable index strength among Black and African American at 140, Hispanic at 124, Asian at 165, and American Indian or Alaska Native at 143. Behavioral health audiences, families and caregivers, parents and children, low-income and underserved populations, rural communities, child welfare and support audiences, healthcare consumers and patients, community stakeholders, and general public awareness audiences are all segmented and ready Day 1.

## 4.1.1 Contract Administration and Consultation (110 hours)

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Contract administration is led by **Mary DiMaggio Finley**, Executive Sponsor and named Contract Manager, as the single accountable executive for this contract. In a new three-Department structure where federal dollars, state procurement rules, and multiple Contracting Officers all converge, the Departments need one person who owns the contract end to end. That is Mary.

Mary's responsibilities are explicit:

- She is the **primary point of contact** for the West Virginia Purchasing Division and each Department's Contracting Officer on matters of contract scope, modifications, change orders, and compliance affirmations.
- She **authorizes every media commitment and reconciles media expenditure against authorization**, so no dollar is spent without a documented approval and no invoice arrives without a matching record.
- She **administers subcontractor and partner monitoring** across iHeartMedia Unified Partnerships, Impact Marketing, Phreesia, and the Behavioural Insights Team, ensuring every partner performs to the terms the Departments are paying for.
- She **convenes a quarterly contract performance review** with each Department's Contracting Officer Representative, where performance, spend, and upcoming priorities are reviewed in the open.
- She **maintains the contract documentation file** in compliance with state records retention requirements and federal funds documentation standards, so the file is audit-ready at any moment.

This matters because of the operating environment the Departments are in. West Virginia is closing public health gaps while standing up a new structure and operating inside a federal accountability era where spending, reporting, and outcomes will be scrutinized. Mary brings 25+ years of running exactly this kind of contract, including multi-year federal HHS programs where she served as the corporate accountability lead for compliance, budget, and reporting. The Departments get a contract that is clean, current, and defensible from the first transaction forward.

## 4.1.2 Account Services (2,200 hours)

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Account Services is the largest level of effort in the contract, and it is where the Departments will feel the difference between a vendor and a partner every single day. This is the engine room. Our approach here is built to be streamlined, transparent, collaborative, and relentlessly focused on results.

### *Who Runs It*

- **Jennifer Theresa Smits** (West Virginia resident) serves as Account Director and Program Manager, the single point of day-to-day contact across all three Departments. She owns the relationship, routes every task, and is accountable for delivery.
- **Jennifer D. Graham** (West Virginia resident) serves as West Virginia Office Lead and Deputy Program Manager, running daily operations from our Charleston office and leading in-state coordination, community relationships, and on-the-ground execution.
- **Smits and Graham work hand in hand with the full West Virginia team** (creative, media, research, and the Subject Matter Expert bench), and both are available for in person meetings at the

Departments' offices and for virtual meetings on demand, not just at scheduled checkpoints. When a Communications Director needs us in the room, we are in the room.

## *How We Run the Work*

Our account operations are deliberately engineered so the Departments always know where every project stands.

- **Task order intake.** Every request enters through a single, documented intake process. Smits logs it, scopes it with the requesting Communications Director, confirms hours and timeline against the contract, and assigns it. Nothing falls through the cracks and nothing starts without agreement on scope.
- **Project governance and tooling.** We stand up a dedicated project SharePoint site and Microsoft Teams channel for the contract, giving each Department real-time visibility into its own work. Inside it live a decision log, an approval workflow that routes drafts to the right reviewer in the right order, and a shared calendar that deconflicts launches across the three Departments.
- **Escalation path.** Every project has a named owner and a clear escalation route: project owner to Smits to DiMaggio Finley to the Blueprint CEO. Issues surface and resolve fast.
- **Meeting and reporting cadence.** We hold a weekly account standup with each Department, a monthly performance report, and a quarterly outcomes and planning review. Cadence flexes to the Department's preference.
- **Partner integration.** iHeart, Impact, Phreesia, and BIT plug into this same governance structure, so the Departments manage one integrated team, not four vendors.
- **Document and brand asset library.** We maintain a single, organized, version-controlled library of every brand asset, template, photo, video, and final file, so each Department's identity is protected and every asset is instantly retrievable.

## *How We Approach Strategy: A Public Health Framework*

Account Services is also where strategy lives, and our strategy is built on a public health framework, not a generic advertising playbook. Five principles govern every campaign we plan for the Departments:

- **Research that begins with the audience.** Before any creative, we conduct formative research to understand the audience's beliefs, barriers, and triggers. We design for the people we need to move, not for ourselves.
- **Behavior change at scale.** Our goal is never awareness for its own sake. It is a specific behavior, calling a line, filling a prescription, fostering a child, getting a screening, performed by enough people to move a population number.
- **One integrated workflow from exposure to action.** We connect the moment someone sees the message to the moment they act, so media and outcome are a single engineered path, not two disconnected efforts.
- **Tailored messaging for priority populations.** A statewide average reaches no one. We segment the audience and build messaging, channel mix, and creative for each priority population on its own terms.
- **Measurement built in from the start.** Every campaign is designed to be measured before it launches, so we can prove what worked and improve what did not.

## *How This Works in Practice: Priority Populations*

We do not write one message and hope it lands. On a recent public health behavior change campaign, our team engineered the work against 10 distinct priority populations, each with its own behavior change challenge, channel mix, and creative approach, unified by three cross cutting message lines that bridged

all populations. That is the level of segmentation discipline the Departments will receive. For West Virginia, our day one audience map already segments the State's adults into actionable cohorts using 2025 MRI-Simmons West Virginia data, so we begin priority population planning with real numbers, not assumptions.

We also reach audiences others overlook. On a roadway safety campaign for the Nashville Department of Transportation Vision Zero work, we recognized that school aged children are both a priority audience and a powerful channel to the adults in their lives. Blueprint secured a partnership with the Metro Nashville Public School System and 10 principals in the highest injury areas of the city. We ran school based activation events such as Walk to School Day with safety messaging, injected safety content into school curriculum, and designed a **Vision Zero coloring book** distributed to students. The coloring book taught children directly and turned them into messengers who carried the safety message home and reinforced it with their parents. That is what audience first, behavior change strategy looks like in the field.

## School-Based Roadway Safety Curriculum



**Strategy 1: Educate Future Drivers**  
Instill foundational roadway safety concepts (helmets, signals, crosswalk navigation) in youth at highly impressionable ages.

**Strategy 2: The Messenger Effect**  
Equip children to act as internal safety advocates, bringing the Vision Zero materials home to actively influence the driving habits of adults in their households.

### How We Plan and Run the Work

For every project and task order, we produce a written work plan and timeline that defines the objective, the priority populations, the message framework, the channel and media plan, the production schedule with milestones, the review and approval gates, and the measurement design. The Department approves the plan before production begins. The plan then lives in the SharePoint site, where progress is tracked against milestones in real time. The Departments are never guessing about status, spend, or next steps.

## Strategic Planning and Campaign Architecture

Every Blueprint campaign begins with a written Campaign Strategy Brief documenting audience definition, behavior change objective, message framework, channel architecture, media flighting plan, outcome measurement design, and federal compliance posture. The brief is reviewed by the originating Department's Communications Director, the assigned Layer 3 Subject Matter Expert, and the Account Director before any creative production begins.

### Formative Research and Audience Synthesis

Every campaign architecture begins with formative research, conducted under Tara Kovach, MPH. The function draws on qualitative interviews with peer navigators, healthcare and behavioral health providers, community-based organizations, and faith leaders; audience focus groups with people with lived experience; synthesis of county level epidemiological data and behavioral health surveillance. Formative research integrates the 2025 MRI-Simmons data with iHeart UP's 185 million first-party profile dataset, Veeva Crossix and IQVIA HIPAA-compliant healthcare audience modeling, Phreesia point-of-care patient data (with appropriate consent and HIPAA compliance), and primary qualitative research within West Virginia communities.

Swoop and iHeartMedia Bring Precision Healthcare Audiences to Broadcast Radio

Swoop's privacy-safe patient segments can now be used by healthcare marketers to plan activation across iHeartMedia's industry-leading broadcast radio ecosystem.



### Message Testing and Behavior Change Framework

Blueprint applies a documented behavior change framework rooted in the Transtheoretical Model of Stages of Behavior Change, Motivational Interviewing, Symbolic Convergence Theory, Sociolinguistics, and Semiotics, with persuasive messaging informed by Media Frame Analysis. The framework is implemented through Impact Marketing's research translation methodology, which has been applied to public policy documents informing national strategy including a White House publication cited in a presidential speech. Every campaign brief includes a documented message testing plan with A/B variants, an audience segmentation strategy, and a defined behavior change outcome aligned to the federal CDC Clear Communication Index criteria.

## Behavioral Health, Suicide Prevention, and Substance Use Disorder

Behavioral health, suicide prevention, and substance use disorder are the highest stakes mission areas within the CRFQ scope. Communications must meet federal safe-messaging compliance, trauma-informed framework standards, and the messaging guidance of the Substance Abuse and Mental Health Services Administration, the 988 Suicide and Crisis Lifeline, and the Defense Suicide Prevention Office. With Blueprint, every campaign in this category is led by a named senior strategist, reviewed by a Layer 3 Subject Matter Expert and measured against documented behavior-change outcomes.

### SME Mapping for Behavioral Health

Behavioral health communications are led by Julianne Edelstein, Senior Health Communications Strategist who led creative strategy on SAMHSA RecoverMe and the CDC NIOSH Impact Wellbeing campaign backed by the U.S. Surgeon General. The work focused on physician suicide and burnout

communication and she previously served as Director, Office of Health Communications, Massachusetts Department of Public Health, where she led statewide public health campaigns within the Bureau of Community Health and Prevention. Her work is reviewed and supported by Lisa Hines, who co-led the Federal Suicide Prevention Communication Playbook and authored the 2024 CDC Suicide Prevention Vital Signs report with 6 billion+ media reach. Ashby Dodge, LCSW (Layer 3 SME), served as Defense Suicide Prevention Office Senior Advisor and former 988 Senior Director of Operations. She provides federal crisis communications and safe messaging review. Rucha Londhe, PhD (Layer 3 SME), who authored three federally published SAMHSA practical guides, leads any outcome measurement methodology for behavioral health campaigns.

### ***Substance Use Disorder and Harm Reduction***

Substance use disorder communications, including opioid harm reduction, fentanyl awareness, and medication assisted treatment promotion is built on community ambassador engagement with residents with lived experience, predominately radio and out-of-home placement in zip codes with highest overdose rates, faith-based leader training and toolkit distribution, blue-collar and location-based display, and continuous community feedback integration.

The team's behavioral health and substance use disorder portfolio extends across 10+ state and federal agencies. iHeartMedia Unified Partnerships' portfolio includes the New Hampshire Department of Health and Human Services Suicide Prevention campaign, the Georgia Department of Behavioral Health and Developmental Disabilities Opioid Support campaign, the Connecticut Department of Mental Health and Addiction Services campaign, the Illinois Department of Human Services Rethink Recovery campaign, the California Department of Health Care Services Choose MAT campaign, the New York County of Erie Opioid Harm Reduction campaign, the Texas UT Health San Antonio Fentanyl Awareness campaign, the South Carolina Department of Alcohol and Other Drug Services campaign, the DEA Secure Your Meds and National Take Back Day program, the National Opioid Action Coalition TalkToMe Anti-Stigma campaign, and more. The Behavioural Insights Team brings randomized controlled trial methodology with West Virginia direct experience through the City of Huntington Compass program for first responder mental health.

### ***Suicide Prevention Communication Discipline***

Suicide prevention is governed by the safe messaging framework documented in the Federal Suicide Prevention Communication Playbook co-led by Lisa Hines. The framework requires no method specificity, no mention of suicide notes, no glamorization, careful use of language about means restriction, prominent placement of the 988 Suicide and Crisis Lifeline and the Veterans Crisis Line, hope and recovery framing, and trauma-informed audience consideration. Every suicide prevention communication asset is reviewed by Hines and Dodge before release.

## **Medicaid, Maternal-Infant Health, and Child Welfare**

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Medicaid, maternal infant health, and child welfare communications combine direct West Virginia Medicaid system implementation experience, federal Transforming Maternal Health Model 2026 alignment, HIPAA-compliant audience activation, and crisis tone aware family communications for foster care, kinship care, and child welfare workforce. The team brings federal CMS, HRSA Maternal and Child Health Bureau, and Healthy Start portfolio depth that maps directly to the Department of Human Services and Department of Health responsibilities in these categories.

### ***SME Mapping for Medicaid and Maternal-Infant***

Doreen Effange (Layer 3 SME) anchors West Virginia Medicaid context, having led the Highmark Health expansion of a reentry program into the West Virginia Medicaid system. Dr. Nisha Cooch, PhD (Layer 3

SME) anchors Transforming Maternal Health Model 2026 alignment, bringing PhD neuroscience credentials and federal NIMH, NIDA, NICHD, CMS, and NSF portfolio. Mary DiMaggio Finley (Layer 1) brings DC Department of Health Healthy Start 8-year Project Director experience including maternal infant home visiting program communications, infant mortality response, prenatal and postpartum outreach for Medicaid-eligible mothers, and Newborn Hearing Screening communications. Sarah Cook-Raymond (Layer 2) brings VNSNY CHOICE multilingual Medicare and Medicaid plan launch (Spanish, Chinese, Arabic creative), the ArchCare Senior Life PACE dual-eligible Medicare and Medicaid campaign, the CMS Welcome to Medicare and Welcome to Medicaid packet portfolio in DC, the IHIP HRSA Technical Assistance and Training project at <https://targethiv.org/ihip>, and the HRSA Bureau of Maternal and Child Health portfolio.

### ***Direct CMS Experience***

Blueprint's direct CMS work for the Center for Clinical Standards and Quality Division of Chronic and Post-Acute Care provides the federal benchmark for what state Medicaid documentation, training, and SME support requires. Under that contract, our team maintains the Long-Term Care Facility Resident Assessment Instrument (RAI) User's Manual, develops and maintains revisions to all 18 MDS Item Sets (built in LiveCycle and delivered in Section 508-compliant PDFs), plans and supports RAI State Coordinator training and provider training events, and supplies CMS-side Subject Matter Experts. The MDS Item Sets serve as the clinical basis for Medicaid care planning and Skilled Nursing Facility Prospective Payment System payments. The discipline required for that work, plain-language plus 508 compliance plus federal traceability plus state coordinator alignment, is the same discipline applied to West Virginia Medicaid enrollment outreach, eligibility communication, and long-term care messaging.

### ***Foster Care, Kinship Care, and Child Welfare***

Foster care recruitment, kinship care promotion, and child welfare workforce communications are operationally challenging because they ask families to step into a system that is simultaneously under strain. The communications must recruit without stigmatizing the families it serves. The team applies the same crisis-tone-aware family communication discipline developed in the DC DOH Infant Mortality, Newborn Hearing Screening, and Teen Suicide campaigns Blueprint led. The team brings family-voice testimony methodology, plain-language family resource design, and culturally appropriate outreach across rural West Virginia communities. Dr. Nisha Cooch (Layer 3 SME) provides behavior change theory anchoring and federal review.

### ***Point-of-Care Patient Engagement Through Phreesia***

Phreesia provides point-of-care patient engagement infrastructure that delivers verified communications to clinically relevant patients at the moment of healthcare encounter. Phreesia's HIPAA-compliant patient segmentation enables Medicaid eligibility outreach, postpartum follow-up campaigns, prenatal vitamin compliance promotion, breastfeeding support, and maternal mental health screening encouragement. Phreesia's measurement framework includes campaign activity tracking, survey impact analysis against pre-test and post-test, and conversion analysis using test-versus-control methodology. Phreesia produces particularly strong opt-in rates among older adults, new-to-Medicare audiences turning 65, Medicaid and ACA plan members, and open enrollment populations, all directly relevant to the Department of Health and Department of Human Services audience.

### 4.1.3 Television Production (50 hours)

Blueprint delivers broadcast quality television production across the full lifecycle of preproduction, production, and postproduction. Our experience is not limited to single spots. For NDOT's Vision Zero campaign, we produced a **six part docuseries featuring the families of roadway crash victims** and held a public screening event, work produced at true television quality that turned data about fatalities into human stories that changed how people drive. We also produced a library of behavior change PSAs, including our **Drive Like** campaign, which urged drivers to drive as carefully as they would with their own precious child or loved one in the car, an accountability message built to change behavior, not just raise awareness.

Our production approach is efficient by design. Based on how each Department wants its campaigns developed and the assets that follow, we plan a single production shoot that captures a wide range of main footage and B-roll, then build a comprehensive video and photo library from it. That one shoot becomes the source for PSAs, short stories, social media cuts, and web content for months afterward. The Departments get maximum asset value from every production dollar. Sample video work is included with this proposal.



View video 1 at [youtu.be/Kil9EyHKB88](https://youtu.be/Kil9EyHKB88) and video 2 at [youtu.be/cwK1NZW1wnw](https://youtu.be/cwK1NZW1wnw)

### 4.1.4 Radio Production (110 hours)

Radio is one of Blueprint's strongest advantages, because our team includes the State's leading radio operator. Through our iHeartMedia partnership, the Departments gain access to professional radio production facilities, broadcast grade sound and engineering equipment, and producers who make radio every day inside West Virginia. We do not rent studio time or outsource production. It is in house on our team.

That same partnership unlocks two things no standalone agency can offer. First, we can build authentic West Virginia voices into the work by leveraging local iHeart radio personalities whom listeners already know and trust, which dramatically increases message credibility in the communities the Departments are trying to reach. Second, because the producer and the publisher are the same team, we gain on air integration opportunities and stronger ad slotting, so the Departments' messages run in better positions and reach more of the right listeners. Production quality, local authenticity, and placement advantage come together in one capability.

## 4.1.5 Outdoor Advertising (40 hours)

Blueprint approaches out of home as a precision audience tool, not a billboard buy. Our work is driven by where a specific message needs to reach a specific audience. For a state department of transportation, we went well beyond standard billboards and digital boards. We deployed **bus wraps through the regional transit authority, pump topper messaging at gas stations, and display advertising inside Department of Motor Vehicles offices**, placing the message exactly where the target audience already was. We negotiated placements along the highest injury corridors so the message reached the people most at risk, in the moments and locations that mattered most.

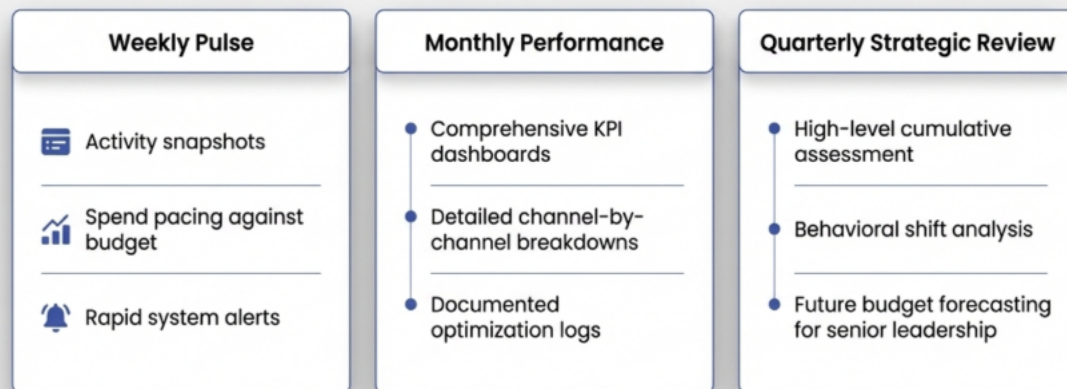
For West Virginia, we will apply the same discipline. We identify the priority population for each campaign, determine where that population lives, drives, works, and gathers, and place out of home assets where they will resonate, whether that is a billboard on a high traffic corridor, transit advertising in an urban center, pump toppers in a rural county, or posters in clinics and community hubs. Out of home becomes a targeted reinforcement layer in an integrated plan, not a standalone expense.

## 4.1.6 Media Buys (700 hours)

This is where Blueprint overwhelmingly leans in, and the Departments should weigh it heavily. Our team includes iHeartMedia Unified Partnerships, the dedicated government division of the largest media company in the country, and our partnership gives Blueprint a media advantage in West Virginia that no other bidder can match. The publisher is on our team. We are the only agency in West Virginia with this exclusive partnership agreement. That single fact changes the economics and the reach of every dollar the Departments spend.

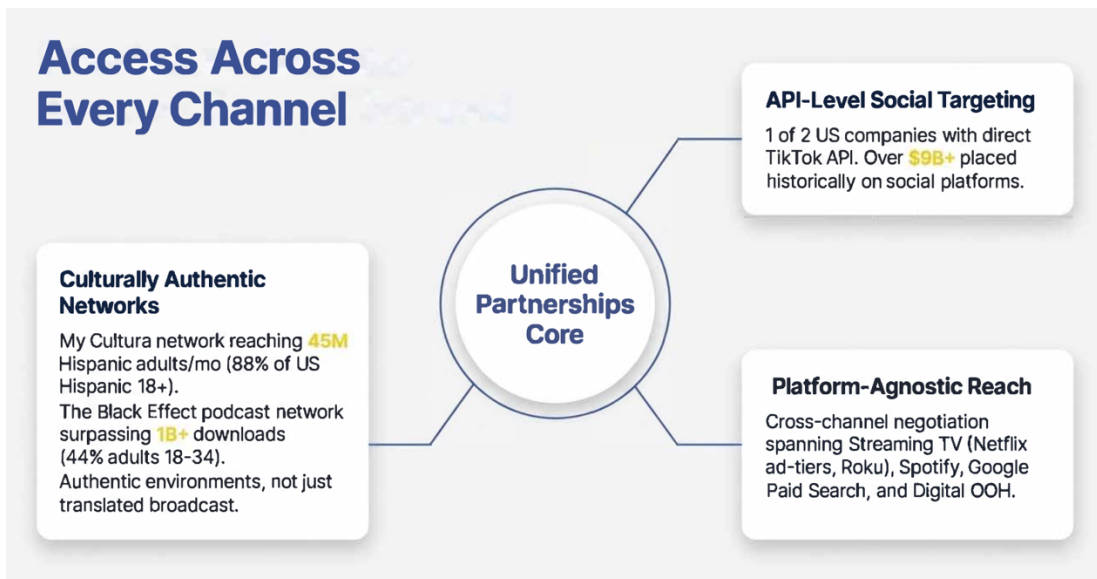
### Media Execution & Reporting Cadence

Blueprint buys directly from the source through iHeartMedia, eliminating middleman markups while enforcing accountability through a strict three-tier reporting structure.



- What this means in practice:
- **Government rates on iHeart-owned channels.** Broadcast radio, streaming audio, podcasting, and iHeart digital are priced at government preferred rates, with documented added value on comparable state campaigns reaching into the millions of dollars.

- **iHeart scale leverage on everything else.** That same buying power is applied to the channels iHeart does not own. We negotiate OTT and connected TV across major streaming publishers, broadcast television across non-iHeart stations, and out of home across regional partners, all at rates backed by iHeart's \$4 billion in lifetime government placements.
- **Exclusive social platform access.** iHeart UP holds direct programmatic API access across every major paid social platform, a capability held by only a very small number of media organizations, giving the Departments precision targeting on Meta, TikTok, YouTube, Snapchat, X, Reddit, LinkedIn, Pinterest, and NextDoor.
- **The financial capacity to carry the buy.** A publisher side credit facility of upwards of \$5 million carries the \$1.5M media commitment without financial strain, backed by a \$500,000 corporate line of credit at City National Bank.



## Omnichannel Media Execution Matrix



### Television & Streaming

High-visibility broadcast placements (Olympics, Super Bowl on Telemundo) alongside highly targeted OTT platforms yielding a 97%+ Video Completion Rate.



### Radio Broadcast

Diverse auditory reach spanning NPR, Titans Radio in-game spots, and dedicated Spanish-language stations (El Jefe).



### Out of Home

Digital and static billboards, plus gas pump advertising positioned directly along high-injury commuter corridors.



### Digital & Social

Targeted YouTube PSAs and organic community campaigns (e.g., 12 Days of Vision Zero).

Our media planning is audience led and platform neutral. We start from the audience and 2025 MRI-Simmons West Virginia reach data, then build the most efficient mix across channels. A sample integrated flight for a single priority campaign illustrates the approach:

Channel	Role in the Plan	Why It Earns Its Place in WV
<b>Broadcast Radio</b>	Primary statewide reach, especially rural	89% reach; 16 iHeart WV stations plus negotiated non-iHeart
<b>Paid Social</b>	Targeted engagement and retargeting	86% reach; exclusive direct API targeting
<b>OTT and Connected TV</b>	High impact video storytelling	82% reach; negotiated government rates
<b>Streaming Audio</b>	Behavioral and habit based targeting	67% reach at a 200 index; high efficiency
<b>Out of Home</b>	High frequency reinforcement	46% reach; placed on priority corridors
<b>Paid Search</b>	Captures active intent	Catches people already seeking services

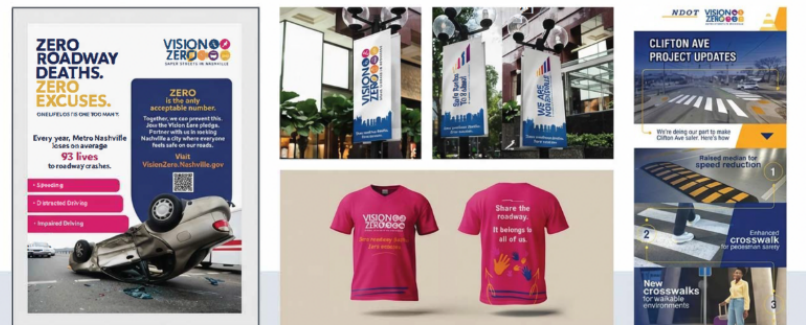
The Departments receive a media operation that is more efficient, more far reaching, better targeted, and better financed than any competitor can structure, because no competitor has the publisher on its team.

### 4.1.7 Print Media (500 hours)

Print is a substantial level of effort in this contract, and our approach reflects how print works in a digital age. Print today is both physical and digital. Blueprint designs and produces the full range: brochures, fact sheets, posters, direct mail, and event collateral for physical distribution, alongside digital print design such as downloadable PDFs, fillable forms, social ready one pagers, and email ready layouts that travel through digital channels.

Every print piece, physical or digital, is built to the same three standards. It is written in plain language at a reading level appropriate to the audience, using CDC Clear Communication Index discipline. It is fully accessible, meeting Section 508 and WCAG 2.1 AA so that every West Virginian, including those using assistive technology, can use it. And it is designed for purpose, whether that is a clinic leave behind, a community event handout, a school flyer, or a statewide mailer. Print is produced from the same brand asset library and the same campaign source files as the rest of the work, so a print piece, a social graphic, and a TV spot all speak with one consistent voice.

#### Visual Impact: The Work



From visual storytelling to data visualization, we maintain brand consistency across every touchpoint.

Print and out-of-home production is led by Mike Kittredge (Layer 1) with second tier support from Darrell Walker, BFA (Layer 2). The combined function delivers Section 508 accessibility compliance, Web Content Accessibility Guidelines 2.1 AA conformance, plain language plus accessibility integrated practice, and 12+ years of documented federal HHS accessibility experience.

### **Federal Accessibility Standards and Testing**

All print, out-of-home, digital, and broadcast deliverables comply with Section 508 of the Rehabilitation Act and Web Content Accessibility Guidelines 2.1 AA. We bring more than two decades of HHS accessibility experience using industry-standard testing tools including WAVE, JAWS, Developers Toolbar, Color Contrast Analyzer, Adobe Accessibility Checker, and NetCentric. Accessibility standards are integrated into design considerations from concept rather than added after final layout. Section 508 compliance is combined with Plain Language Act adherence so that materials are simultaneously accessible and clear.

### **Plain Language and CDC Clear Communication Index**

Every print and digital deliverable is written at a 4th to 7th grade reading level for public audiences and at an appropriate technical reading level for clinical or professional audiences. Plain language writing is conducted by senior editors trained in CDC Clear Communication Index methodology, with readability testing built into every editorial cycle.

### **Print and Out-of-Home Capability**

Mike Kittredge's Massachusetts Department of Public Health Show Me for Emergencies application combined 300+ original multilingual illustrations with Section 508 accessibility compliance and won the 2025 ClearMark Award. Darrell Walker's portfolio spans social media graphics, digital and display advertising, out-of-home advertising, infographics, data visualization, toolkits, brochures, newsletters, email designs, presentation design, educational manuals and training materials, trade show exhibits, and promotional and conference collateral, with deep expertise in typography, layout, color theory, photo-manipulation, computer-aided and fine art illustration, and audio-visual integration across print, digital, and audiovisual contexts.

## **4.1.8 Internet and Web (75 hours)**

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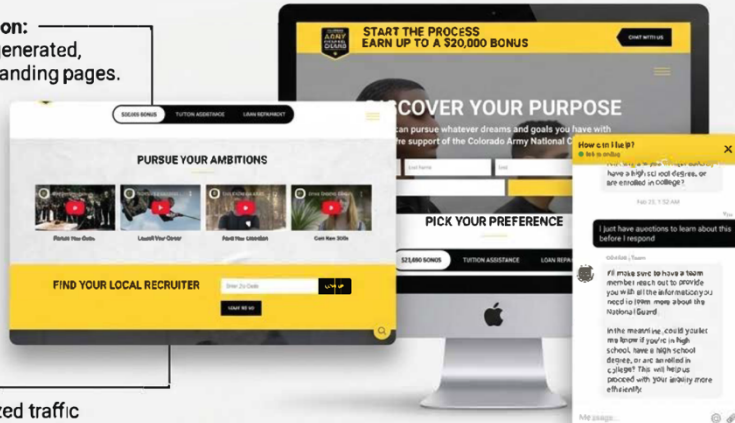
Blueprint brings proven digital marketing results and an exclusive digital advantage. On a recruitment and awareness campaign for the Colorado Army National Guard organization, we drove measurable performance by focusing on **high intent search**, capturing people at the moment they were actively looking, supported by search engine optimization best practices and organic search strategy that compounds value over time. We build every web property to be fast, accessible to Section 508 and WCAG 2.1 AA, search optimized from launch, and measurable.

Our digital reach is amplified by a capability almost no other team can claim. Through iHeart UP, Blueprint has **direct programmatic API access to every major social media platform, a distinction held by only one of two media organizations in the country**. This means the Departments' social campaigns are not run through a reseller. They are placed through direct platform access with precision audience targeting, faster optimization, and access to inventory and certifications, including the public health messaging approvals required for sensitive categories such as suicide prevention and substance use. For West Virginia, this combination of high intent search, organic SEO, accessible web development, and exclusive direct social access gives the Departments a digital operation that is both findable and precisely targeted.

# Colorado Army National Guard

Custom-developed, responsive digital infrastructure serving as the operational hub for statewide recruitment.

**1. Dynamic Generation:**  
50+ dynamically generated, recruiter-specific landing pages.



**3. Universal Access:**  
94% mobile-optimized traffic handling with 100% 508 Accessibility compliance.

**2. Always-On AI:**  
Custom-trained conversational agent providing 24/7 qualification and automated routing.

# Real-Time Geospatial & Business Intelligence

Extracting raw API data into unified, actionable executive decision-support platforms.

**1. GIS Geospatial Layer:** Maps lead activity and conversions to specific zip codes, instantly identifying coverage gaps and optimizing recruiter territory assignments.



**2. Funnel Visualization:**  
Consolidates ad platform data with CRM performance to track exact cost-per-acquisition metrics across regions.

**3. Intent Tracking:** Monitors search behavior to continuously refine AI chatbot responses and automated SMS messaging cadences.

## UX/UI and Accessibility by Design

Darrell Walker, BFA (Layer 2) leads UX and UI design for federal and state branded experiences. His expertise in human-centered design integrates federal and state branding standards with Section 508 accessibility requirements, producing responsive website designs, phone and digital app interfaces, testimonial video integration, and interactive digital tools. Every web property delivered to the three Departments includes WCAG 2.1 AA compliance, semantic HTML structure, ARIA landmarks, keyboard navigation, screen reader compatibility, color contrast compliance, alt text for all images, captions for all video, and a documented accessibility statement.

## Search Engine Optimization and Content Management

Search Engine Optimization is integrated into every web property from launch. The SEO function includes technical SEO foundations (XML sitemap, robots.txt, canonical tags, meta descriptions, structured data), content SEO (keyword research aligned to the Departments' audience search behavior, in-page optimization, content cluster strategy), and local SEO for regional presence. Content management uses platforms aligned to the Departments' existing infrastructure or, where new infrastructure is required, federally-compliant content management systems with audit trail, multi-author workflow, scheduled publishing, and 508 compliance enforcement.

### 4.1.9 Survey, Analysis, and Evaluation (1,200 hours)

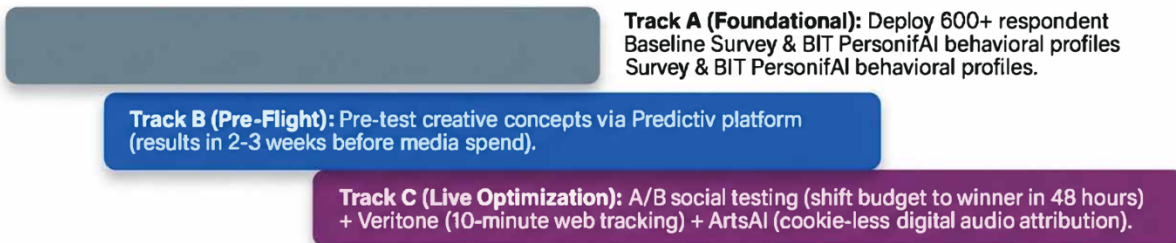
This is the second largest level of effort in the contract, and it is a second area where Blueprint decisively out-positions any competitor. The Departments will be held accountable for outcomes, and we are built to prove them. Our approach has three layers: research, measurement, and behavioral science.

## Research Doesn't Slow Execution. It Prevents Wasted Spend.

### The Old Way (Sequential)



### The Blueprint Way (Parallel Processing)



## Research That Informs the Work

We begin with formative research to understand the audience before we create anything: focus groups with the people we need to reach, stakeholder and provider interviews, and media research that tells us exactly how each West Virginia audience consumes information. This is the same research discipline that, on a harm reduction campaign, identified that recreational cocaine users did not see themselves as at risk, an insight that reshaped the entire campaign and helped cut overdose deaths in one community by 61% in a single year.

## Measurement That Ties Research to Outcomes

We do not stop at impressions. Through the iHeart UP measurement stack, we connect exposure to action and validate effectiveness in plain terms:

- **ArtsAI** is a cookieless attribution tool. In plain language, it follows a person from the moment they hear or see an ad to the moment they take an action on a website or app, across their devices, without using cookies, so we can show which creative and which channels actually drove behavior.

- **Veritone** is an artificial intelligence measurement platform that verifies where and when ads ran and analyzes performance, giving the Departments independent confirmation that what was bought was delivered and that it worked.
- **Megellan** measures web traffic to the Departments' sites within ten minutes of a radio ad airing, so we know which spots and which times of day drive the most action.
- **Brand lift studies** are run after each campaign. In plain language, we survey the audience before and after the campaign and compare the two, which tells us whether awareness, attitudes, and intentions actually moved because of the work. This is how the Departments know a campaign changed minds, not just ran ads.

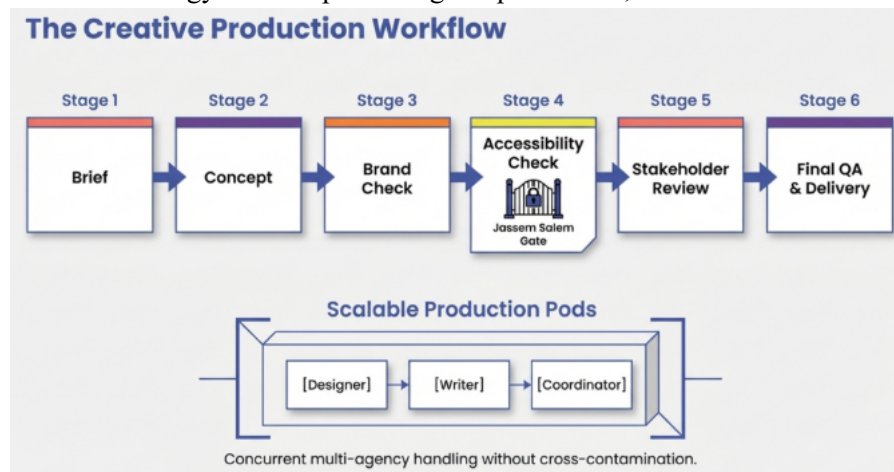
### **Behavioral Science That Enriches the Work**

Through the Behavioural Insights Team, the Departments gain access to randomized controlled trials, the gold standard of evidence. In plain language, a randomized controlled trial shows one version of a message to one group and a different version to a comparable group, then measures which one produced more of the desired behavior. It is not a replacement for formative research; it enriches and sharpens the campaign by proving which specific message, image, or approach works best before we scale it statewide. It is deployed on the highest stakes campaigns, suicide prevention, overdose, enrollment, where being right matters most, and its findings directly shape the direction of the campaign. The Behavioural Insights Team has already done this kind of work in West Virginia, partnering with the City of Huntington on first responder mental health.

Together, research, measurement, and behavioral science mean the Departments never wonder whether the work is working. We tell them, with evidence, and we use what we learn to make the next campaign stronger.

## **4.1.10 Design and Copy (65 hours)**

Blueprint's creative process moves from strategy to concept to design to production, with the audience and the behavioral objective driving every choice. Our designers and writers produce the full range the Departments need: campaign creative, print materials for health partners and clinical settings, leave behinds for community and educational events, infographics that make data understandable, and toolkits that let partners extend the Departments' message in their own communities.



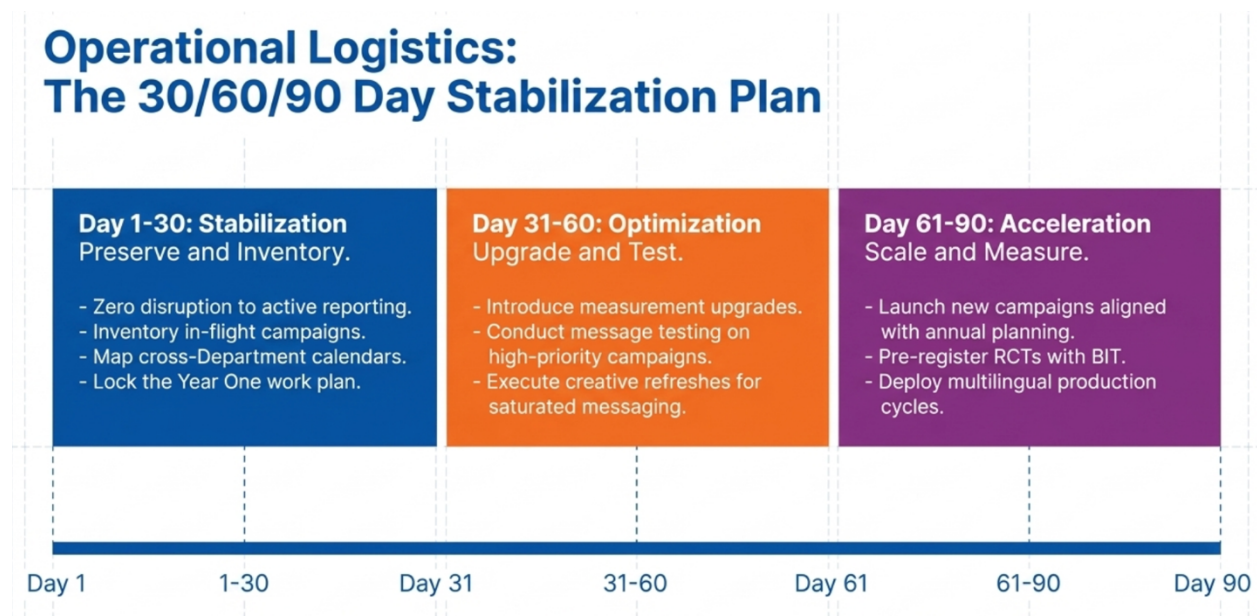
Every piece is held to two non negotiable standards. It is written in plain language so the intended audience genuinely understands it, and it is fully compliant with Section 508, WCAG 2.1 AA, and ADA accessibility requirements, which we build in from the first design decision rather than retrofitting at the end. Accessibility is not a checkbox for us. It is how we ensure every West Virginian, regardless of ability, can receive and act on the Departments' message. Our graphic design lead brings federal creative experience and a national plain language award, and our creative bench carries decades of award winning federal health communications design.

## 4.1.11 Data Acceptance and Transfer (10 hours)

All work product created under this contract is the exclusive property of the Department, with full and free right to possess and use it without payment of any additional compensation. At the close of each project and at the Department's request at any time, Blueprint delivers all final files and editable source files in their native formats: layered design files, web repository exports, video projects with all footage, audio session files, and original photography with all releases. Files are organized in a clear, documented folder structure with consistent naming, delivered through the contract SharePoint site or any method the Department prefers. Transfer is clean, complete, and immediate, so the Departments are never locked in and always in full control of their own assets.

## Operational Logistics and 30/60/90 Day Transition Plan

Blueprint's operational logistics approach eliminates startup risk and preserves continuity for the three Departments. We preserve everything that works on Day 1, keep current reporting cadences and approval workflows in place during the first 30 days, and improve what does not work after stabilization on a documented schedule.



### Day 1 Operating Posture

On the date of award notification, Blueprint is operational from iHeartMedia Studios Charleston. The named Account Director (Smits) holds an introductory meeting with each Department's Communications Director within 48 hours of award notification, the named West Virginia Office Lead (Graham) activates the West Virginia operating address, the named Executive Sponsor and Contract Manager (DiMaggio Finley) executes the federal funds compliance attestation, and the named Center of Excellence specialist bench is on-call for each mission area. The first work order can be issued, accepted, scoped, and initiated within five business days of award.

### **30-Day Stabilization Phase**

Days 1 through 30 are the Stabilization Phase. Blueprint inventories all in-flight campaigns, ongoing approvals, scheduled launches, and pending deliverables across the three Departments. Blueprint preserves existing campaign cadences and reporting formats during this phase to minimize disruption. Blueprint convenes a Stabilization Standup with each Department's Communications Director to confirm priority shifts, identify quick wins, and lock the 60-90 Day work plan. By Day 30, Blueprint delivers (1) an in-flight campaign inventory, (2) a confirmed cross-Department calendar, (3) a confirmed Year One work plan, (4) the first outcome survey design for the highest-priority active campaign, and (5) the confirmed Mission Area Coverage Matrix activation.

### **60-Day Optimization Phase**

Days 31 through 60 are the Optimization Phase. Blueprint introduces measurement framework upgrades for highest-volume campaigns, message testing on the highest-priority active campaign, audience refinement using iHeart UP first-party profile data plus Phreesia point-of-care data, and creative refresh for saturated campaigns. The Optimization Phase delivers (1) the first measurement framework upgrade, (2) the first message testing report, (3) the first creative refresh, and (4) the first quarterly Outcome Survey Readout.

### **90-Day Acceleration Phase**

Days 61 through 90 are the Acceleration Phase. Blueprint launches new campaign work aligned to each Department's annual planning cycle, including the first behavior change RCT through BIT for the highest-stakes mission area (typically suicide prevention or opioid harm reduction), the first multilingual production cycle for Spanish or other priority-language audiences, and the first Year One earned media placement plan. The Acceleration Phase delivers (1) the first new-campaign launch, (2) the first behavior change RCT pre-registration, (3) the first multilingual production cycle, and (4) the Year One Earned Media Placement Plan.

## **4.1.12 West Virginia Office Compliance**

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Blueprint operates from iHeartMedia Studios in Charleston, West Virginia from the date of award notification through the contract term. The Charleston operating address satisfies the West Virginia office requirement; the office is fully staffed and broadcast-operational, with engineering, programming, and community partnerships in place. The two West Virginia-resident dedicated Key Personnel (Graham and Smits) are based at this address and are available to respond on site at the Departments' Charleston headquarters within the two-hour response time specified in the CRFQ. Blueprint's West Virginia office commitment is for the duration of the contract.