

Georgia Pathways Public Awareness Campaign

This Statement of Work ("SOW") is by and between the Department of Community Health ("DCH" or "State") and Deloitte Consulting LLP ("Deloitte Consulting" or "Deloitte") and is incorporated into and governed by the Piggyback Agreement between DCH and Deloitte Consulting dated as of July 10, 2024. Except as otherwise indicated, the Piggyback Agreement is governed by the terms of Contract #408-802-1020 between the Office of Commissioner of Insurance and Safety Fire ("OCI") and Deloitte Consulting for OCI Marketing and Outreach Services (the "Master Contract"). Capitalized terms in this SOW that are not defined herein will have the same meaning as in the Master Contract or Piggyback Agreement.

A. Scope of Work for the Georgia Pathways Public Awareness Campaign

This Statement of Work ("SOW"), effective as of the date of execution of this SOW ("Effective Date"), confirms that Deloitte shall provide the services set forth herein (the "Services") for the Georgia Department of Community Health (DCH). The Services covered herein are for the Public Awareness Campaign for Georgia Pathways. The Public Awareness Campaign includes three main task areas to be provided by Deloitte: Georgia Pathways Marketing Campaign Support, Influencer Outreach and Engagement Strategy, and Website User Experience and Measurement Assessment. To the extent that a task or task area set forth herein differs from those set forth in the RFX, the task or task area set forth herein shall control.

Task Area 1: Georgia Pathways Marketing Campaign Support

Subtask 1: Discover

Deloitte will build upon audience discovery efforts from Pathways Phase 1 communications efforts, and the pilot paid media campaign that ran January – March 2024 (hereafter referred to as the "Pilot"), to inform expanded marketing and outreach activities from August 2024 – January 2025 (hereafter referred to as the "Extended Campaign"). We will work with the State to reaffirm existing personas with a focus on which populations are most likely to be participating in Qualifying Activities (QA) and those with the highest likelihood to enroll in Pathways. We will conduct additional research to inform supplemental or entirely new target audience segments of the Pathways-eligible population.

Similar to the Pilot, we will leverage publicly available data to include, but not be limited to, data from the Census Bureau, Distressed Communities Index, Georgia Department of Labor, and the Carl Vinson Institute of Government at the University of Georgia to identify Georgia communities that have the highest densities of low income (100 percent of the Federal

Georgia Pathways Public Awareness Campaign

This Statement of Work ("SOW") is by and between the Department of Community Health ("DCH" or "State") and Deloitte Consulting LLP ("Deloitte Consulting" or "Deloitte") and is incorporated into and governed by the Piggyback Agreement between DCH and Deloitte Consulting dated as of July 10, 2024. Except as otherwise indicated, the Piggyback Agreement is governed by the terms of Contract #408-802-1020 between the Office of Commissioner of Insurance and Safety Fire ("OCI") and Deloitte Consulting for OCI Marketing and Outreach Services (the "Master Contract"). Capitalized terms in this SOW that are not defined herein will have the same meaning as in the Master Contract or Piggyback Agreement.

A. Scope of Work for the Georgia Pathways Public Awareness Campaign

This Statement of Work ("SOW"), effective as of the date of execution of this SOW ("Effective Date"), confirms that Deloitte shall provide the services set forth herein (the "Services") for the Georgia Department of Community Health (DCH). The Services covered herein are for the Public Awareness Campaign for Georgia Pathways. The Public Awareness Campaign includes three main task areas to be provided by Deloitte: Georgia Pathways Marketing Campaign Support, Influencer Outreach and Engagement Strategy, and Website User Experience and Measurement Assessment. To the extent that a task or task area set forth herein differs from those set forth in the RFX, the task or task area set forth herein shall control.

Task Area 1: Georgia Pathways Marketing Campaign Support

Subtask 1: Discover

Deloitte will build upon audience discovery efforts from Pathways Phase 1 communications efforts, and the pilot paid media campaign that ran January – March 2024 (hereafter referred to as the "Pilot"), to inform expanded marketing and outreach activities from August 2024 – January 2025 (hereafter referred to as the "Extended Campaign"). We will work with the State to reaffirm existing personas with a focus on which populations are most likely to be participating in Qualifying Activities (QA) and those with the highest likelihood to enroll in Pathways. We will conduct additional research to inform supplemental or entirely new target audience segments of the Pathways-eligible population.

Similar to the Pilot, we will leverage publicly available data to include, but not be limited to, data from the Census Bureau, Distressed Communities Index, Georgia Department of Labor, and the Carl Vinson Institute of Government at the University of Georgia to identify Georgia communities that have the highest densities of low income (100 percent of the Federal

Poverty Level) and uninsured individuals. We will then further segment individuals in these geographies by age profile (i.e., specific segments within the eligible age range of 19-64) and overlay target geographic locations (e.g., underserved rural areas, urban population centers, colleges/universities, major employer hubs) to identify individuals that look like our target audience personas. This analysis will help confirm where these populations consume media, how they interact with community organizations, and what may motivate them.

Deloitte will perform the following tasks:

- Refine and document target audience segments, existing personas, and their relevant characteristics, including behaviors, demographics, needs, and media preferences.
- Develop a clear value proposition for Pathways that articulates why and how the program benefits Georgians, to be tailored to up-to five (5) specific audience segments and carried throughout creative content and campaign messaging.
- Identify key performance indicators (KPIs) to assess the impact of paid media advertisements and outreach activities in spreading awareness of the Pathways program, encouraging individuals to apply, and directing individuals to Pathways resources.
- Align on campaign success criteria and benchmarks with DCH.

Deloitte anticipates the following work products:

- Revised Audience Segments and Personas from Phase 1 and the Pilot

Subtask 2: Strategize

Deloitte will leverage lessons learned from the Pilot and information collected during Subtask 1: Discover to develop the Campaign Strategy and Media Plan, hereafter referred to as the "Plan," for marketing activities for August 2024-January 2025. This Plan will include a recommended approach to reach target audience segments and will build off our efforts to reach "digitally savvy adults" in the Pilot, including student populations and working adults.

We will also leverage learnings and insights from the Pilot to further refine campaign flighting and budget allocations to reach target audience groups while maximizing DCH's media spend for this 7-month campaign. The Plan will include a variety of channels such as search (Google), social media (Meta, YouTube), "Over-the-top" and "Connected TV," streaming audio, broadcast TV and radio, Out-of-Home (OOH) (e.g., transit ads), and print, as well as recommended monthly media budgets for each.

Deloitte will perform the following tasks:

- Revise campaign flighting and budget allocations based on insights from Subtask 1: Discover, identified KPIs, prioritized target audience segments, and insights from the Pilot.
- Outline the key messages and content types for each identified audience segment and channel.
- Develop a campaign content calendar outlining the sequence of campaign activities.
- Update, where applicable, overall measurement strategy to inform campaign reporting, utilizing campaign KPIs established in Pilot, and plan to track marketing-generated activity across the DCH Website and the Georgia Gateway Customer Portal.

- Document updated channel allocations, messages, measurement, and timeline in the Campaign Strategy and Media Plan.
- Review the revised campaign flighting and budget allocations in the Campaign Strategy and Media Plan with program stakeholders to gain alignment before execution.
- Develop and Influencer Outreach and Engagement Strategy, as further outlined in Task 2.

Deloitte anticipates the following **work products**:

- Updated Campaign Strategy and Media Plan document to include:
 - Channel Mix and Allocations for August 2024-January 2025
 - Key Messaging
 - Audience Targeting Parameters
 - Campaign Calendar
 - Tracking, Budgeting, and Flighting for August 2024 through January 2025
 - Influencer Engagement Strategy (see Task 2)

Subtask 3: Create

Deloitte will leverage some existing creative assets from the Pilot and develop new creative assets to keep the campaign fresh and relevant with target audiences. These assets will be designed to continue building recognition and credibility of the Georgia Pathways brand with existing and new target audience segments.

Creative and messaging will be inclusive and accessible to disadvantaged populations who may have low health literacy (e.g., multiple languages, 6th grade reading level, multiple mediums, diverse imagery). Deloitte will customize creative for use across multiple channels and audience segments as outlined in Subtask 2: Strategize to meet consumers where they are, at the right time with engaging imagery and messaging to drive awareness and encourage Pathways applications.

Deloitte will perform the following tasks:

- Facilitate creative development process by providing required information (such as creative briefs, background information), arranging for discussions/brainstorming activities, etc. to inform creative development.
- Maintain Pathways brand established during the Pathways Phase 1 launch communications by using existing branding, logo, tone, and color palate to create a cohesive and recognizable brand across all channels.
- Develop creative assets tailored to identified audience segments, as outlined in the Campaign Strategy and Media Plan; assets have been selected based on the needs and specifications of priority media channels
 - Up to 2 (two) :06 second cutdowns for Pilot videos
 - Up to 21 (twenty-one) English videos (:30, :15, :06 seconds)
 - Up to 3 (three) Spanish videos (:30, :15, :06 seconds)
 - Up to 8 (eight) English audio scripts for streaming audio and broadcast radio (:30, :15 seconds)

- Up to 3 (three) Spanish audio scripts for streaming audio and broadcast radio (:30, :15 seconds)
 - Up to 4 (four) Programmatic display graphics, available for standard resizing as needed
 - Up to 12 (twelve) social media graphics, available for standard resizing as needed
 - Up to 12 (twelve) social media messages
 - Up to 2 (two) OOH graphics (e.g., bus ads, metro ads, etc.), available for standard resizing as needed
- Manage up to two rounds of copy and graphic design revisions as needed to comply with DCH goals.
 - Finalize creative materials and gain DCH approvals to launch campaign(s).
 - Develop one (1) approximately 3-minute “How to Apply for Pathways” explainer video that shows users how to apply for Pathways, to include a mix of graphics, animation, and screen recording of the Gateway Customer Portal. This video will be published on DCH-owned channels.
 - Support the creation of Pathways-branded promotional items to support Influencer Outreach and Engagement Activities outlined in Task 2.
 - Up to four (4) :30 second Pathways Testimonials videos, including Spanish voice over and English and Spanish :15 cutdowns to be used on DCH’s social channels and in future campaign creative.
 - Over the course of two days, we will film four sit-down interviews with individuals who have benefitted from Georgia Pathways (pending these individuals can be identified (e.g., in collaboration with CMOs or DCH) and are willing or able to participate under Medicaid policy). These interviews will cover how they found the program, their experience applying for benefits, and how they’ve been positively impacted by having health insurance through Georgia Pathways. We will also film b-roll with these individuals at the same time as the interviews to supplement the video in post-production.

Deloitte anticipates the following **work products**:

- Creative Assets – Batch 1, to include:
 - Up to 2 (two) :06 second cutdowns for Pilot videos
 - Up to 12 (twelve) English videos
 - Up to 6 (six) :30 second
 - Up to 3 (three) :15 second
 - Up to 3 (three) :06 second
 - Up to 3 (three) Spanish videos
 - Up to 1 (one) :30 second
 - Up to 1 (one) :15 second
 - Up to 1 (one) :06 second
 - Up to 4 (four) English audio scripts for streaming audio and broadcast radio
 - Up to 2 (two) :30 second
 - Up to 2 (two) :15 second
 - Up to 3 (three) Spanish audio scripts for streaming audio and broadcast radio
 - Up to 1 (one) :30 second
 - Up to 2 (two) :15 second

- Up to 2 (two) Programmatic display graphics, available for standard resizing as needed
 - Resizing can accommodate standard specs, including 728x90, 300x250, 300x600, 320x50, 160x600, 970x250, 970x90, for a total of up to 12 (twelve) resized graphics.
- Up to 6 (six) social media graphics, available for standard resizing as needed
 - Resizing can accommodate standard specs, including 1:1, 16:9, 9:16, for a total of up to 18 (eighteen) resizes.
- Up to 6 (six) social media messages
- Up to 2 (two) OOH graphics (e.g., bus ads, metro ads, etc.), available for standard resizing as needed
 - Resizing can accommodate standard bus and transit ad specs in 7 (seven) available formats, including bus exterior, bus stop shelter, bus interior, train backlit diorama, train 2 (two) sheet size, train interior cart vertical, train interior car horizontal, for a total of up to 12 (twelve) resized graphics.
- Mockups for Pathways Promotional Materials (e.g., tote bag, hat, umbrella, badge holder)
- 1 (one) "How to Apply for Pathways" explainer video
- Creative Assets – Batch 2, to include:
 - Up to 9 (nine) English videos
 - Up to 3 (three) :30 second
 - Up to 3 (three) :15 second
 - Up to 3 (three) :06 second
 - Up to 4 (four) English audio scripts for streaming audio and broadcast radio
 - Up to 2 (two) :30 second
 - Up to 2 (two) :15 second
 - Up to 2 (two) Programmatic display graphics, available for standard resizing as needed
 - Resizing can accommodate standard specs, including 728x90, 300x250, 300x600, 320x50, 160x600, 970x250, 970x90, for a total of up to 12 (twelve) resized graphics.
 - Up to 6 (six) social media graphics, available for standard resizing as needed
 - Resizing can accommodate standard specs, including 1:1, 16:9, 9:16, for a total of up to 18 (eighteen) resizes.
 - Up to 6 (six) social media messages
- Testimonial Videos, to include:
 - Up to 4 (four) :30 second English Pathways Testimonials videos
 - Up to 4 (four) :15 second English cutdowns
 - Up to 1 (one) :30 second Spanish voice over
 - Up to 1 (one) :15 second Spanish voice over cutdown

Subtask 4: Execute

Once the Campaign Strategy and Media Plan is finalized, the team will work with DCH to launch and manage the campaign across digital and traditional channels. Throughout execution, Deloitte will track marketing activities using a “test and learn” approach and monitor consumer sentiment of the program.

To execute Google and Meta advertising for the Pathways paid media campaign, Deloitte will purchase Google and YouTube advertisements using the Google Ads buying platform and purchase Facebook and Instagram advertisements using Meta’s Ad Manager.

All other media will be purchased by Deloitte’s media buyer on behalf of DCH and in accordance with the approved Campaign Strategy and Media Plan. Deloitte will invoice DCH for media spend inclusive of all buyers’ fees.

During this time, Deloitte will also execute on the Influencer Outreach and Engagement activities outlined in Task 2.

Deloitte will perform the following tasks:

- Launch marketing activities as outlined in the Campaign Strategy and Media Plan and incorporate proper tracking mechanisms where applicable.
- Continue mapping target audience segments and adjusting targeting parameters across channels to confirm campaign reach.
- Perform overall project and/or channel budget tracking, adhering to approved budget parameters, and breakdown by objective, by market, and tactics, if required.

Subtask 5: Measure & Report

Throughout the campaign, Deloitte will track performance through analytics to optimize creative, messaging, channel mix, and budget. Our team will leverage social media dashboards, demand-side platforms, Google Analytics, and SiteImprove to drive optimizations for maximum impact. Our team will maintain the KPI framework established in the Pilot and refined in Subtask 2: Strategize, to optimize performance throughout the engagement. This KPI framework may utilize metrics such as click-through-rates and branded search results, to both confirm performance against audience targets and creative performance. We may also track reach and impressions for A/B testing purposes. We will regularly review campaign performance against established KPIs and adjust as needed.

Deloitte will perform the following tasks:

- Collaborate with DCH to produce ad tracking research to quantify the impact of the continued campaign.
- Perform overall project and/or channel budget tracking, adhering to approved budget parameters and channels/flighting.
- Develop and track estimated and actual costs, compare estimates with actual costs, and provide feedback to DCH as needed.
- Provide regular campaign performance measurements including but not limited to media delivery data (e.g., reach, impressions, clicks, click-through-rate, web traffic, and bounce rate), and Pathways application data (e.g., accounts created, applications submitted).
- Evaluate impact of campaigns and make optimizations on an ongoing basis to content strategy, creative, targeting, and channel mix, synthesizing data across Google Analytics, first-party publisher reporting, and social media dashboards.

- Conduct regular campaign status reports with DCH to discuss campaign performance metrics and optimizations.

Deloitte anticipates the following **work products**:

- 5 Campaign Status Reports (monthly, August 2024 – December 2024), including KPIs
- Final Marketing and Outreach Campaign Report

Task Area 2: Influencer Outreach and Engagement Strategy

Affecting the level of behavior change needed to support the goals of the Georgia Pathways marketing and outreach campaign requires a consistent and innovative focus on strategic outreach, engagement, and communications. DCH can lay the foundation for and complement the marketing campaign with a robust stakeholder (i.e., “influencer”) outreach and engagement strategy that focuses on building relationships with community influencers. Deloitte will engage influencers who have access to and influence with our target audiences to include:

- Healthcare providers and associations (e.g., hospitals, Federally Qualified Health centers, Rural Health Clinics, etc.) who serve uninsured patients.
- Qualifying activities (QA) providers who connect potential Pathways members to QA.
- Community groups who support underserved populations across the State.
- Government agencies (Department of Public Health, Department of Behavioral Health and Developmental Disabilities, etc.) who administer programs to vulnerable individuals who could also benefit from Pathways.

Deloitte will collaborate with DCH’s communications team and the collective campaign workgroup to craft a robust Influencer Outreach and Engagement Strategy (Influencer Strategy) to be included in the overall Campaign Strategy and Media Plan detailed in Task 1, Subtask 2: Strategize. The activities outlined in this Influencer Strategy will include leveraging existing relationships with influencer organizations established during the Georgia Access campaign, and using insights from Task 1, Subtask 1: Discover to identify and establish relationships with additional, applicable influencer organizations.

Influencer Engagement

Deloitte will engage and maintain relationships with these influencer organizations. DCH will work with Deloitte to setup a shared email inbox to centralize all communications to/from influencer organizations. Deloitte will engage influencers based on their networks, level of interest, and capacity to spread the word about Pathways to target audiences. Levels of engagement are outlined below and increase by level of effort and impact. All organizations will be invited to participate as part of Level 1: Inform; organizations can engage in one, multiple, or all levels depending on their interest and capacity, and ongoing relationship management from Deloitte.

- **Influencer Level 1: Inform** – Deloitte will equip influencers with toolkits that contain information and messages (e.g., social media posts, website copy) that they can share with their networks and stakeholders. Toolkits will be tailored to each type of influencer organization (i.e., healthcare providers and associations, qualifying activities providers, community groups, and government agencies). Deloitte will host regular, virtual “office hours” with influencers to establish and maintain influencer relationships and determine how influencers can spread awareness about Pathways.

- **Influencer Level 2: Promote** – Deloitte will develop and share branded promotional items (as outlined in Subtask 3: Create) and printed informational resources (e.g., FAQs, One Pagers, etc.), tailored to identified audience segments, with influencers. Influencers who opt in to doing so will distribute or display the materials, so potential Pathways members can interact with and “take home” the Pathways brand. Promotional materials will be tailored to each type of influencer organization, so the content is relevant, and clearly articulates how Pathways promotion can be mutually beneficial.
- **Influencer Level 3: Champion** – Deloitte will collaborate with influencers to feature Pathways presence at existing events in their communities as outlined below.

Event-specific Outreach with “Champion” Influencers

Events will be executed in collaboration with “Champion” influencers across three tiers based on level of complexity, objective, and size. Deloitte will work with DCH and influencer organizations to conduct *pre-event planning and coordination*, which will include identifying opportunities, scoping, planning, and coordinating Pathways’ presence at events. Prior to the identified events, Deloitte outreach staff will tailor event-specific marketing materials (i.e., templated fliers or social graphics to be customized with the event date, time, and location), to assist DCH in promoting event attendance on their organic channels.

The three tiers of events are outlined below, ranging in complexity, objective, and size. Deloitte will support up to 88 events across these three tiers as outlined below from August 2024 - January 2025. Events will ramp up in August to allow time to prepare the outreach strategy. Beginning in October, the team will collaborate with the Georgia Access Public Awareness Campaign team to coordinate event attendance and participation across both campaigns. Events will continue through January 2025.

A “Street Team” will provide *on-site support* at events by answering high-level questions and handing out promotional materials and resources during these events. Deloitte will provide *on-site support* at Tier 3 events. We will also coordinate with the Georgia Division of Family & Children Services (DFCS) staff as they help attendees at Tier 2 and Tier 3 events apply to Pathways, as outlined below. More information on sourcing and training Street Team members can be found in The Role of the Street Team section below.

- **Event Tier 1: Community Events** – These are frequent, likely recurring, events that take place in Georgia communities. Pathways presence will be focused on generating awareness for the program.
 - *Number of events:* Up to 60 events total (approximately 10 per month).
 - *Pre-event planning and coordination:* Deloitte will scope, plan, and coordinate Pathways presence at the event and assist DCH in promoting event attendance on organic channels.
 - *On-site support:* Street Team will answer high-level questions, point attendees to the website, and hand out resources and promotional items.
- **Event Tier 2: Career/Wellness Fairs and Student Engagement** – These events are slightly more complex and time intensive. Pathways presence will be focused on encouraging applications in-real-time from likely-eligible populations.
 - *Number of events:* Up to 20 events total, including up to 10 USG/TCSG career fairs and orientations.

- *Pre-event planning and coordination:* Deloitte will scope, plan, and coordinate Pathways presence at event and assist DCH in promoting event attendance on organic channels.
- *On-site support:* Street Team will answer high-level questions, point attendees to the website, and hand out resources and promotional items. DFCS workers will be on site to support individuals in applying to Pathways in real-time.
- *Post-event summary:* Summary of event, including number of applications taken at event from DFCS.
- **Event Tier 3: Large, One-time Events** – These events are the most complex and time intensive. Pathways presence will be focused on generating and/or reinforcing Pathways program awareness and encouraging likely-eligible populations to apply in-real-time.
 - *Number of events:* Up to 8 events total (approximately 2 per month).
 - *Pre-event planning and coordination:* Deloitte will scope, plan, and coordinate Pathways presence at event and assist DCH in promoting event attendance on organic channels.
 - *On-site support:* Deloitte will provide on-site coordination in collaboration with the Street Team to answer high-level questions, point attendees to the website, and hand out resources and promotional items. DFCS workers will be on site to support individuals in applying to Pathways in real-time.
 - *Post-event summary:* Summary of event, including number of applications taken at event from DFCS.

Deloitte will be iterative and agile in their planning, coordination, and resources to maximize the opportunities to reach potential Pathways members. Throughout the campaign, Deloitte will monitor the level of interest, capacity, and participation of influencer organizations and the general public at these events and may propose different tactics or number of events as outlined above.

The Role of the Street Team

To allow DCH to effectively and efficiently reach Georgians across the state, Deloitte will include a “Street Team” who will set up for events; collect a sign-in sheet of event participants and their information, where possible, (i.e., name, email address, physical address, cell phone number) who may be interested in Pathways for follow-up; answer high-level questions, point attendees to the website, and hand out resources and promotional items; and tear down at the end of the event. Deloitte will source and train Street Team members on the Pathways program and equip them to answer questions and point event attendees to the website for more information.

Deloitte will perform the following tasks:

- Identify and establish relationships with additional organizations to supplement the existing list of relationships from Georgia Access.
- Develop an Influencer Engagement Strategy to include a detailed approach on the varying levels of influencer engagement and tiers of event support.

- Dedicate outreach staff to engage and maintain relationships with influencer organizations (e.g., regular programmatic updates via email, virtual office hours, in-person meetings) across three levels (Inform, Promote, Champion).
- Equip influencer organizations with toolkits and tailored materials to help them amplify the Pathways campaign (e.g., print flyers for campus fairs, social media content).
- Provide mockups and pricing of Pathways-branded promotional materials for DCH review and approval. Upon DCH's review and approval of items, Deloitte will manage the design, proofing, project management, and timeline for purchasing promotional materials. Materials may include tents, Street Team uniforms (e.g., Pathways branded polo), step and repeats, tablecloths, banners, koozies, notebooks, t-shirts, hand sanitizer, etc. Promotional materials will be tailored to specific event audiences.
- Share promotional materials and informational resources with influencer organizations.
- Collaborate with "Champion" influencers to establish a Pathways presence at up to 88 events of varying in levels of complexity (e.g., across event Tiers as outlined above). For all event tiers, provide pre-event support, including tailoring event-specific marketing materials and equipping the Street Team, influencer organizations, and DFCS workers (Tier 2 and 3 events only)
- Source and train up to six (6) Street Team members to provide on-site support for up to 88 events.
- Develop Staff Orientation Guide and Event Roles & Responsibilities document outlining how Street Team members will engage with the public during events, information about the Pathways program, and talking points. Street Team members will not be responsible for determining eligibility or helping attendees submit an application to Pathways. Upon DCH's review and approval of the Staff Orientation Guide and Event Roles & Responsibilities documents, Deloitte will collaborate with the Street Team to conduct pre-event training sessions, which will include:
 - One virtual training session
 - One virtual with DCH (optional)
 - One in-person training session on the day of each event, to tailor the talking points to the specific event or group attending the event

Deloitte anticipates the following **work products**:

- Prioritized list of influencers, to be included in the Campaign Strategy and Media Plan developed in Task 1, Subtask 2: Strategize
- Influencer toolkits containing flyer, newsletter/email copy, social media posts and assets to be used across influencer channels
- Detailed calendar of events across all three tiers, to be included in the Campaign Strategy and Media Plan developed in Task 1, Subtask 2: Strategize
- Training Materials for Street Team Members

Task Area 3: Website User Experience and Measurement Assessment

Deloitte will work with DCH to assess the current user experience and user interface (UX/UI) design of the most up to date Pathways landing page at the time of this agreement. This may be dch.georgia.gov/georgiapathways (legacy URL) or pathways.georgia.gov (new URL). This assessment will allow the State to make informed decisions to improve the journey that individuals may take when visiting the page to learn more about the Pathways program, or ultimately to apply. Deloitte will also assess the current state of marketing measurement capabilities (e.g., Google Analytics, etc.) on the DCH landing page, and share recommendations to improve the tracking of KPIs established during the Discover phase (See Task 1, Subtask 1).

Deloitte will also deploy content Search Engine Optimization (SEO), to assess the effectiveness of copy on the DCH landing page in facilitating users' search of the Pathways program on search engines. SEO is designed to increase organic traffic to the site by increasing visibility of the website on search engines (e.g., Google and Bing). Individuals trying to understand their affordable healthcare options in Georgia will likely begin their research on Google. Deloitte will optimize copy to appear higher in search engine results (e.g., "free healthcare in Georgia"), thus making the site easily accessible by our target audience.

DCH will work with relevant technology stakeholders across the State to change the DCH landing page URL to a more simplified URL, such as "pathways.georgia.gov." DCH will only make this change if the new URL will allow advertisements to run and direct users to the DCH landing page accurately and effectively, with all necessary measurement capabilities in place. Deloitte will liaise with technology stakeholders to provide input on the URL change as needed to confirm that ads can deliver as intended.

Deloitte will perform the following tasks:

- Identify 3 representative pages of the DCH Pathways landing page to review and conduct usability (tenets & traps), accessibility, and visual design audit of web and mobile versions. (e.g., home page, two content pages).
- Evaluate the representative pages, reviewing headers, call-to-actions, button text, and linked content to populate recommendations on structure, tone, and wording to maximize desired action from site visitors.
- Create low-fidelity wireframes with recommendations on site improvements.
- Deploy content SEO.

Deloitte anticipates the following **work products**:

- Current state report on the UX/UI of the DCH Pathways landing page, with prioritized recommendations for improved user experience and campaign performance measurement, and search engine optimization.
- 2 low-fidelity wireframes of web, and 2 low-fidelity wireframes of mobile, demonstrating proposed changes.

Proposed Timeline

The services in Task Areas 1, 2, and 3 will be provided through December 31, 2024.

B. Work Products

The following table summarizes anticipated dates for work products. For work products that will be delivered on a ongoing and/or monthly basis the estimated date includes a range during which the work products will be completed.

Description	Estimated Date
Audience Segments and Personas (Extended Campaign)	7/17/2024
Campaign Strategy and Media Plan (Extended Campaign)	7/17/2024
Influencer Toolkit	7/17/2024
Current State Report of Website UX/UI, including 2 Wireframes with Proposed Changes	7/31/2024
Creative Assets and Files (Extended Campaign) – Batch 1	8/22/2024
Creative Assets and Files (Extended Campaign) – Batch 2	10/10/2024
Testimonial Videos	10/10/2024
5 Monthly Campaign Status Reports	Ongoing August 2024 - December 2024
Final Marketing and Outreach Campaign Report (Extended Campaign)	2/14/2025

Figure 1. Estimated Work Products.

Cost

The total labor cost of Deloitte’s services for this SOW is \$10,728,000 (date of execution through February 14, 2025) of which \$5,722,000 is a not-to-exceed total paid media spend (inclusive of fees) for Task Area 1: Paid Media Campaign Support for Georgia Pathways, \$3,447,000 is for campaign planning, creative, and reporting for Task Area 1: Paid Media Campaign Support for Georgia Pathways, \$1,360,000 is for outreach support for Task Area 2: Influencer Outreach and Engagement Strategy, \$166,000 is a not-to-exceed for promotional materials, printed materials, and event fees for Task Area 2: Influencer Outreach and Engagement Strategy, and \$33,000 is for the website assessment and wireframes for Task Area 3: Website User Experience and Measurement Testing.

Deloitte will invoice DCH for the media spend and the associated administrative/billing fees and placement fees as outlined in monthly estimated media spend in the cost table below. While the actuals invoiced per month may vary slightly from the estimates below, the total media spend (inclusive of fees) will not exceed \$5,722,000 for August 2024 – January 2025.

This section includes a breakdown of payments by task, which will be invoiced upon the submission of each of the below:

Task Area	Project Task	Cost	Estimated Invoice Date
1	August Digital/Traditional/OOH Media Spend Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$373,045	07/17/2024
1	Audience Segments and Personas	\$100,000	07/17/2024
1	Campaign Strategy and Media Plan	\$240,000	07/17/2024
3	Website Current State Assessment and Wireframes	\$33,000	07/31/2024
2	July Outreach Support Fee	\$110,000	07/31/2024
1	September Digital/Traditional/OOH Media Spend Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$787,916	08/01/2024
1	Creative Assets and Files – Batch 1, as listed in Task 1, Subtask 2: Create	\$420,000	08/22/2024
2	August Outreach Support Fee	\$250,000	08/31/2024
1	August Google/Meta Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$245,582	09/01/2024
1	October Digital/Traditional/OOH Media Spend Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$761,351	09/01/2024
1	August Campaign Performance Report	\$300,000	09/15/2024
2	September Outreach Support Fee	\$250,000	09/30/2024
1	September Google/Meta Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$337,675	10/01/2024
1	November Digital/Traditional/OOH Media Spend Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$761,351	10/01/2024
1	Creative Assets and Files – Batch 2, as listed in Task 1, Subtask 2: Create	\$192,000	10/10/2024
1	Testimonial Videos	\$267,000	10/10/2024
1	September Campaign Performance Report	\$300,000	10/15/2024
2	October Outreach Support Fee	\$250,000	10/31/2024
1	October Google/Meta Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$337,675	11/01/2024
1	December Digital/Traditional/OOH Media Spend Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$664,698	11/01/2024

Task Area	Project Task	Cost	Estimated Invoice Date
1	October Campaign Performance Report	\$300,000	11/15/2024
2	November Outreach Support Fee	\$250,000	11/30/2024
1	November Google/Meta Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$327,442	12/01/2024
1	January Digital/Traditional/OOH Media Spend Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$608,176	12/01/2024
1	November Campaign Performance Report	\$300,000	12/15/2024
2	December Outreach Support Fee	\$250,000	12/31/2024
1	December Google/Meta Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$271,163	01/02/2025
1	December Campaign Performance Report	\$300,000	01/15/2025
1	January Google/Meta Paid Media Spend + Administrative, Billing, and Placement Fees	Planned \$245,926	02/01/2025
2	January Outreach Support Fee	\$250,000	02/04/2025
1	Promotional Materials, Printed Materials, and Event Fee Budget	Not to exceed \$166,000	02/05/2025
1	Final Marketing and Outreach Campaign Report	\$478,000	02/14/2025
Total Amendment 9		\$10,728,000	

Figure 2. Cost Tables.

Change Orders

Either party may request changes to the Services, Deliverables, and/or any other aspect of this SOW through a written change request ("Change Request"). Promptly thereafter the parties shall discuss what impact the Change Request will have on the Services and Deliverables and on pricing, timing, and other terms of this SOW. Any changes to this SOW agreed upon by the parties as a result of the foregoing process shall be set forth in a change order signed by the parties ("Change Order"). Once a Change Order is signed it shall amend, and become part of, this SOW. Neither party is obligated to change the Services, Deliverables, or any other aspect of this SOW unless a Change Order for such change has been signed by the parties. In the event of any delay encountered that is beyond the reasonable control of Contractor, failure by OCI to meet its obligations under this SOW, or failure of an assumption listed in this SOW, Contractor shall be entitled to a change order to this SOW to address the adverse impact of such event on Contractor.

Assumptions

Deloitte has made the following assumptions in the development of our fixed fee cost estimate:

- **Support from DCH and State Leadership and Staff:** The State makes leadership, managers, and employees available for interviews, working sessions and review of project materials as reasonably necessary. DCH will assign a point of contact responsible for granting final approval and making timely decisions in accordance with the timelines agreed upon by the parties or as otherwise necessary to facilitate performance per the workplan. Moreover, state and vendor staff will meet identified and agreed upon timeline in the work plan.
- Addendum A Data Security Terms and Conditions of the Agreement does not apply to this SOW.
- **Media Buying:** Deloitte and its subcontractors will purchase media in accordance with the approved Campaign Strategy and Media Plan on behalf of DCH and invoice DCH for all media spend.
 - Deloitte will serve as the “billing party” for Google and Meta whereby Deloitte will be permissioned to access DCH’s Google Ads, Meta, and YouTube accounts for purposes of flighting and monitoring these campaigns. As the “billing party” Deloitte will be responsible for payment to Meta and Google for all media purchases for these campaigns. Deloitte will invoice DCH for the monthly spend inclusive of administrative/billing fees associated with purchasing media at the end of the month (e.g., Deloitte will invoice DCH on or after November 1, 2024 for campaign spend on Meta and Google from October 1 - 31, 2024).
 - For channels purchased by Deloitte’s subcontractors (e.g., Hulu, out-of-home, broadcast TV, sponsorships, in-store signage) invoices for monthly spend will be inclusive of the buyer’s placement fees and Deloitte’s administrative/billing fees associated with purchasing the media. Deloitte will invoice DCH for planned spend on these channels monthly up to 30 days in advance (e.g., Deloitte will invoice DCH on September 1, 2024 for campaign spend to run October 1 – 31, 2024).
 - Due to the nature of media purchasing (i.e., Monthly Paid Media Spend in the Cost Table), monthly planned spend may differ from actual spend based on factors such as availability of inventory, the negotiation of better rates, or the budget allocations in the approved Campaign Strategy and Media Plan. As a result, actual media spend may be less than the planned spend, but it will not exceed the total \$5,722,000 media budget for this campaign (inclusive of fees). Deloitte will reconcile all media purchases within 90 days of the conclusion of the campaign, ending January 15, 2025, to determine actual media spend. If the invoiced planned spend total is more than the actual spend, Deloitte will issue a credit to the State for the difference.
 - Deloitte has a conflict check structure in place to maintain proper safeguards around the media partners that we recommend or purchase from for you. If one of our affiliate organizations has an audit or similar restricted relationship with a media entity, we will work with you to identify channels and/or media entities that will help you reach your target audiences while avoiding any potential conflict.
- **Street Team.** Firm fixed price includes:

- Labor and travel costs for two (2) Street Team members per each of the 88 events from August 2024 – January 2025.
 - Assumes events are up to 8 hrs per event (excluding time to set up and tear down) and that there are up to 12 live event days per month.
 - Assumes up to five (5) of these events happen at the same time in different locations per month (30 total), requiring separate Street Teams at different locations.
- Travel and transportation for Pathways promotional items and team members.
- Inventory and storage for Pathways promotional items, location scouting, routing and logistics support, and metrics and reporting from events.
- **Pathways Promotional Items (“Swag”), Printed Informational Materials, and Event Fees Budget.** For the purposes of this firm fixed price contract, Deloitte has included an estimated budget for Pathways branded promotional items, printed materials, and event fees. The total amount will not exceed a total of \$166,000, inclusive of administrative fees.
 - **Promotional items and Printed Informational Materials.** Upon DCH approval of the item, quantities, and mockups, Deloitte will purchase promotional items and printed materials, then invoice DCH for the cost of the items inclusive of shipping and administrative fees. Promotional items will be shipped to the Street Team’s office or other location of DCH’s choosing at time of purchase.
- **Event Fees.** Certain events may require a fee (e.g., registration fee) to attend or participate. Deloitte will present any costs associated with event participation to DCH. Upon DCH’s approval of Pathways’ participation at the event and the associated event fee, Deloitte will work with event coordinators to submit payment and invoice DCH for the cost of the event fee inclusive of administrative fees.
- **Campaign Analytics.** The State will provide Deloitte and its subcontractor with access to SiteImprove, Google Analytics, and Facebook Tag manager, and support the install of the Meta Pixel where applicable, to track marketing-generated activity across DCH and Gateway Websites.
- **Establishing Account Access and Management in a Timely Manner.** The State shall ensure all administrative items to begin operational media buying and deployment are completed ahead of proposed flight dates. This is crucial to avoiding delays.
- **Translation.** Deloitte will not be responsible for translating static campaign materials. Translation of copy will be done through DCH’s vendor and on a separate contract from this SOW. As needed, Deloitte will provide Spanish-language voice over for video and audio assets as agreed upon in the Campaign Strategy and Media Plan.
- **Reviews.** DCH participation in reviews as outlined across all Tasks and the timely review of all deliverables will be critical to launching of the campaign.
- **Website Assessment and Mockups.** The website assessment team can assume that Pathway design standards and brand guidelines used for the Pilot campaign will be applied to the website. Additional visual assets (e.g., graphic design icons, logos, imagery) will not be created or edited by UX/UI team and are not included in the estimate. Website user research sessions, workshop sessions, and UX activities to define users are not included in estimate; the website team will use personas and audience profiles from the Pilot and during Discover. Mockups will be built within Figma. These will

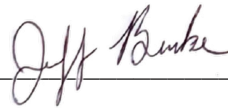
be read-only screens, and the scope does not include a clickable prototype. Scope includes the development of up to five (5) high-fidelity mockup pages (e.g., Home, FAQ, How-to, etc.) which include information copy, linking to resources (PDFs and links to other page). Data entry or form submissions are not included in the scope. Deloitte is not responsible for implementing these changes on the DCH website.

- **Website URL.** DCH will only change the current landing page URL (dch.georgia.gov/georgiapathways) if the new URL will allow advertisements on all digital media channels to run effectively, with all necessary measurement capabilities used to track performance in place.
- **Pathways Testimonials.** DCH will identify Pathways members to speak in up to four (4) :30 second Pathways Testimonials videos and ensure the identified Pathways members have signed the necessary and applicable disclosure and/or release forms. DCH will partner with CMOs as applicable and necessary to identify Pathways members.

The undersigned hereby represent that they are duly authorized to execute this SOW on behalf of their respective organizations.

Georgia Department of Community Health

Deloitte Consulting, LLP



Grant Thomas, Deputy Commissioner

Jeff Burke, Principal

Name and Title

Name and Title

July 12, 2024

July 10, 2024

Date

Date

The undersigned hereby represent that they are duly authorized to execute this SOW on behalf of their respective organizations.

Georgia Department of Community Health

Deloitte Consulting, LLP



Grant Thomas, Deputy Commissioner

Jeff Burke, Principal

Name and Title

Name and Title

July 12, 2024

July 10, 2024

Date

Date