

Grantee agency: Wyoming Department of Family Services

Date of report: July 3, 2020

Title of project: Changing the Way Child Support is Viewed in Wyoming

Title of Intervention II: Outreach and Marketing to Wyoming Attorneys and Other Professionals Who Can Refer Clients to CSP

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Background

Grant Purpose

The Digital Marketing grant program, sponsored by the federal Office of Child Support Enforcement (OCSE) within the U.S. Department of Health and Human Services' Administration for Children and Families, is a 24-month demonstration project with the goal of researching how digital marketing may help child support programs more effectively reach and serve families. In September 2018, the Wyoming Department of Family Services (WY DFS) Child Support Program (CSP) was one of 14 child support agencies to receive funds through OCSE to test digital marketing approaches and partnerships to reach parents/guardians who could benefit from child support services and create or improve two-way digital communication and engagement with parents/guardians.

CSP proposed using the grant funds to address three challenges related to reaching and enrolling Wyoming families in child support services:

- (1) CSP's outdated website;
- (2) Lack of outreach to Wyoming attorneys (especially family law attorneys) and other professionals who are well-placed to educate eligible clients about CSP and refer them to CSP; and
- (3) Lack of outreach to potential, eligible CSP clients via popular media outlets such as YouTube, Google, Facebook, Hulu, and Sling TV. CSP addressed these challenges in three tiered and research-supported interventions.

Taken together, the interventions are intended to better reach the target population (eligible clients of CSP services) and better promote CSP services. The goals of the project were to increase awareness of, improve attitude toward, and increase enrollment in CSP.

Problem

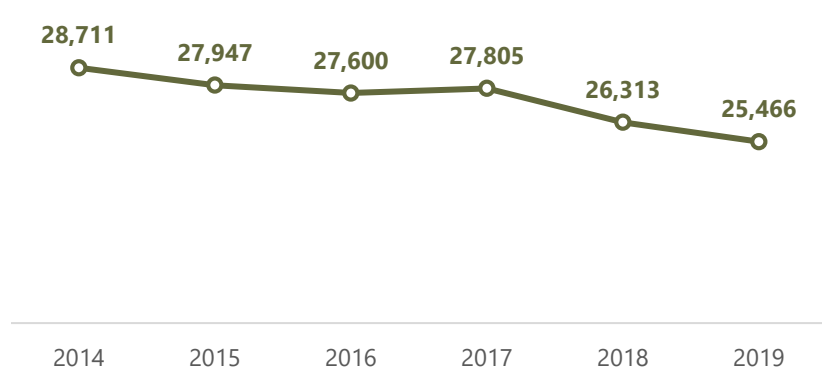
The CSP has had a declining caseload and declining enrollment in recent years (see Figure 1 and Figure 2, respectively). The Digital Marketing grant project team (hereafter, the project team, comprised of CSP personnel, the outreach team, and the marketing team) hypothesized that the development and execution of outreach efforts, such as promoting CSP services to attorneys in Wyoming, would increase awareness of and enrollment in CSP.

CSP is concerned that many family law attorneys in Wyoming do not know about the wide variety of services CSP offers, and attorneys in other practice areas might not be aware of the program. Yet, these attorneys are well-placed to educate eligible clients about CSP. Outreach to

Wyoming attorneys, especially family law attorneys, could result in them becoming CSP’s “referral partners.” Similarly, CSP is concerned that this problem also extends to other professionals who could refer potential clients to Wyoming CSP (e.g., healthcare professionals, family counselors, and others who would likely have professional contact with single parents).

Figure 1: Wyoming Child Support Caseload Has Declined in Recent Years

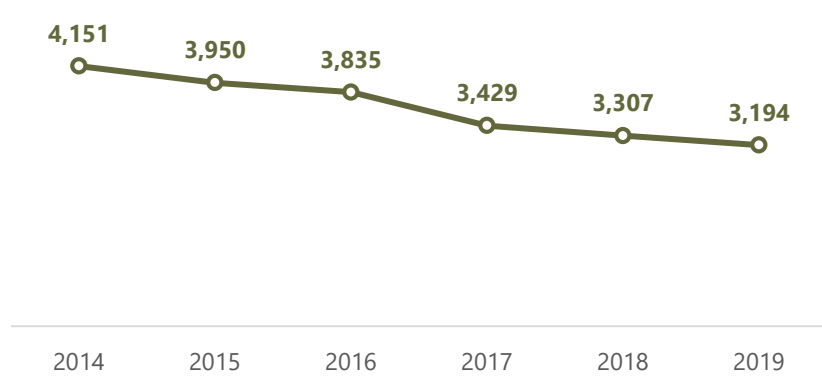
The number of open child support cases, by Federal Fiscal Year



Source: Wyoming Child Support Program

Figure 2: Wyoming CSP Enrollment Has Also Declined in Recent Years

The total number of new cases, by Federal Fiscal Year



Note: This figure includes all new cases enrolled in each year

Source: Wyoming Child Support Program

Intervention II

Goals

The three primary goals of Wyoming CSP's Digital Marketing grant project are to (1) increase eligible clients' awareness and knowledge of CSP services, (2) improve eligible clients' attitude toward CSP, and (3) increase enrollment in CSP (especially through online applications). The intention of Intervention II was to increase awareness and knowledge of CSP to Wyoming attorneys (the primary target) and other professionals (e.g., healthcare professionals, family counselors, and others who would likely have contact with single parents). The intervention was also intended to encourage Wyoming attorneys and other professionals to partner with CSP to help their clients obtain child support, if needed. CSP hypothesized that referrals from and a strong partnership with Wyoming attorneys and other professionals would increase the number of families on the CSP caseload.

CSP used grant funds to develop and distribute advertisements to Wyoming attorneys and other professionals to educate them about CSP services and increase their referral of clients to CSP and the CSP website. CSP distributed advertisements via digital marketing platforms such as the online version of the Wyoming State Bar magazine, "Wyoming Lawyer," LinkedIn, and Spectrum Reach. LinkedIn is a social networking site that helps professionals connect with other business professionals. Spectrum Reach provides digital advertising services using national cable networks, internet advertising, and promotional events so clients can distribute graphic and/or text displays (i.e., display ads such as banner ads) to targeted audiences on specific websites.

Development

The project manager (PM) of the Digital Marketing project is Kristie Arneson (IV-D Director). She spearheads CSP's digital marketing campaign and developed Intervention II with several partners: the Wyoming Child Support Program Manager (WCSPM, Denise Dunn), the marketing team (Jackson Productions, LLC, and Volney Ventures, LLC) and the CSP outreach team (Jill Kiester, Janelle Burgener, Tracy Haley, and Ellen Rutledge). These partners sought to create digital advertisements that promoted CSP as a resource and collaborator that can assist Wyoming attorneys and other professionals and their clients with needed child support services.

The PM, the WCSPM, and the CSP outreach team oversaw the implementation of Intervention II and collaborated with the marketing team to develop advertising materials. Jackson Productions designed and developed advertising materials such as promotional videos, images,

and webpages. Volney Ventures deployed and monitored digital advertisements on marketing platforms. Table 1 details the activities for Intervention II and identifies the responsible parties.

Table 1: Intervention II Development Activities

Activities	Description	Responsible Parties
Determine desired outcomes and activities for intervention	Identify specific short, intermediate, and long-term measures. Create a work plan for implementing and evaluating intervention activities	All project team members
Develop print and digital advertisements	Develop, review, and finalize any print advertisements	Jackson Productions Volney Ventures Outreach Team
Develop videos	Develop content and shoot videos	Jackson Productions Outreach Team
Identify platforms	Identify and secure marketing platforms (i.e., LinkedIn, Spectrum Reach, and Wyoming Bar)	Volney Ventures Outreach Team
Launch intervention and data collection for digital metrics	Market advertising content to target audience	Volney Ventures Project Manager Evaluator

Description, Target Population, and Timeline

Intervention II began on August 1, 2019 and ran through October 31, 2019. The intervention targeted Wyoming attorneys (especially family law attorneys) and other professionals who could refer potential clients to CSP.

SPECIAL LANDING PAGES: THE EXCELLENCE AND EXPERTS PAGES

For Intervention II, CSP set up two special landing pages on the new CSP website (which was redesigned in Intervention I). These two landing pages were the Excellence page (<https://childsupport.wyo.gov/excellence/>) and the Experts page (<https://childsupport.wyo.gov/experts/>). Each page focused on a different theme. The Excellence page remains active although the Experts page has been taken down. The Excellence page promotes the message, “Serving families and professionals through excellence,” conveying CSP’s dedication to child support. The Experts page promoted the message, “Looking for child support experts? We can help,” conveying the idea that CSP has experts who can guide attorneys and their clients through child support-related issues. For the duration of Intervention

II, both special landing pages were accessible only through digital advertisements that provided direct links to them. The pages were, therefore, inaccessible to search engines.

PROMOTIONAL VIDEOS

CSP created three promotional videos. Video 1, “Serving Legal Professionals through Excellence,” promotes messages in line with the special landing pages, provides information about child support services and benefits, and features a testimonial from a Wyoming family law attorney. CSP published the video on YouTube, a video-sharing website, on August 1, 2019, at <https://www.youtube.com/watch?v=-BVzZ7E7zzE>, and embedded the YouTube video on both special landing pages. Because the video was embedded, visitors could watch it directly on the landing pages without visiting YouTube.

Video 2, “WCSP Is Serving Wyoming Professionals through Excellence,” provides information about child support services and benefits. This video was included in a LinkedIn ad. CSP also published the video on YouTube on September 6, 2019, at <https://www.youtube.com/watch?v=PwZnFbiy7JY>.

Video 3, “Why We Use WCSP,” features a testimonial from a Wyoming family law attorney and describes how CSP’s resources can assist attorneys in helping their clients with child support issues. This video was included in a LinkedIn ad. CSP also published the video on YouTube on September 6, 2019, at <https://www.youtube.com/watch?v=DfejQ2YvxvM>.

DIGITAL ADVERTISEMENTS

CSP distributed digital advertisements on three digital marketing platforms:

- The online version of the Wyoming State Bar magazine, “Wyoming Lawyer”
- LinkedIn
- Spectrum Reach

On August 13, 2019 (the date of release), CSP ran two full-page digital advertisements in the August 2019 online issue of the “Wyoming Lawyer,” the official magazine of the Wyoming State Bar (2019),¹ a publication sent via email to all active attorneys licensed to practice law in Wyoming and to retired attorneys wishing to receive it. The clickable links on the online advertisements directed the user to the corresponding special landing page (i.e., the Excellence page or the Experts page). The digital version of the magazine is published online (<https://www.wyomingbar.org/news-publications/wyoming-lawyer-magazine/>).

¹There is also a print version of the “Wyoming Lawyer” which included advertisements for CSP in its August issue. These advertisements were not a focus of Intervention II or the evaluation. Attorneys (or others) may have seen these ads, however, and if they did, the associated views could have resulted in visits to the CSP website during the time of the intervention and evaluation.

The CSP ran three ads for Intervention II through its LinkedIn Page, <https://www.linkedin.com/company/wyoming-child-support-program>, between August 1, 2019 and October 31, 2019. These ads were displayed on the member profiles of targeted LinkedIn users.² Table 2 provides a description of the three advertisements.

Table 2: LinkedIn Advertisement Descriptions

	Dates	Target Audience	Message	Page Link
Advertisement 1	Aug 1, 2019 - Aug 31, 2019	LinkedIn users 18 and older, with “lawyer” or “in-house counsel” in job titles, and an address in Casper or Cheyenne	“The Wyoming Child Support Program is serving families through excellence – assisting you and your clients with many child-support issues.”	Experts landing page
Advertisement 2	Sep 13, 2019 - Oct 13, 2019	All LinkedIn users, regardless of job title, business address, or other demographic	“We work with Wyoming professionals who deal with child support issues both in the state and nationwide, offering expert and caring services to both them and their clients.” Played video 2.	Experts landing page
Advertisement 3	Sep 27, 2019 - Oct 31, 2019	All LinkedIn users, regardless of job title, business address, or other demographic	“Professionals – Why should you use the Wyoming Child Support Program?” Played Video 3.	No link to CSP Website

Using Spectrum Reach, CSP distributed two digital advertisements with links to the special landing pages (i.e., the Excellence and Experts pages). Spectrum Reach targeted an audience in Wyoming based on age (25-64), household income (\$50,000–\$150,000), education (graduate school), and occupation (attorney/lawyer). Spectrum Reach also geofenced (created a virtual geographic boundary around) 37 law offices in Wyoming using a 150-meter radius. Spectrum Reach tagged electronic devices (mainly desktop computers, mobile devices, and tablets) if those devices were linked to the targeted audience or were within the geofenced areas. For tagged devices, Spectrum Reach displayed advertisements on websites that their algorithms determined the target audience was likely to visit. Spectrum Reach estimated the size of the target audience to be approximately 379,000 individuals.

In summary, the ads on the Wyoming State Bar magazine and LinkedIn Advertisement 1 specifically targeted Wyoming attorneys in Casper and Cheyenne. LinkedIn Advertisements 2

² A LinkedIn “page” is a page about an organization while a personal page on LinkedIn is referred to as a “member profile” and is a page about a person, or a member, who has a personal account on LinkedIn (Vu, 2019). Ads on LinkedIn can be run only through a LinkedIn Page and cannot be run through a member profile.

and 3 targeted Wyoming professionals. Spectrum Reach targeted Wyoming attorneys as well as people with demographic characteristics associated with professionals (e.g., graduate school education). All ads, except LinkedIn Advertisement 3, had links to the special landing pages.

Evaluation

The purpose of the evaluation of Intervention II was to determine, first, if digital advertising reached Wyoming attorneys and other professionals. If it did, the evaluation sought to determine (1) their attitudes regarding CSP, and (2) whether these attitudes had changed after being exposed to the digital marketing. Second, the evaluation sought to determine (1) whether more families were referred by attorneys and other professionals than before the intervention; (2) if these referrals resulted in the opening of new child support cases; (3) how the work protocols and communication processes of the project team had improved since Intervention I and could be further improved in Intervention III.

Limitations

Several limitations with the availability, usability, or comparability of the data curtailed the intended evaluation. Chief among these limitations was the inability to determine the direct impact of the attorney digital marketing campaign on CSP enrollment. Our evaluators at the Wyoming Survey & Analysis Center (WYSAC) had data from the digital marketing platforms (Wyoming State Bar, LinkedIn, and Spectrum Reach) and Google Analytics. WYSAC also had access to CSP administrative data (child support case records to assess referrals from attorneys and child support online application [E-543] logs to count the online applications submitted). However, all the data available to WYSAC from the different marketing platforms, Google Analytics, and the CPS case records could not be linked at the individual level to track which attorney saw the ads, visited the landing pages, and whether they referred their client to CSP to conduct this analysis.

An online survey to measure attorneys' awareness of and attitude toward CSP was set up on the special landing pages as an exit intent popup. The survey solely targeted attorneys because they were the primary target of Intervention II. However, no attorneys responded to the online survey, and the project team received no data from Wyoming attorneys regarding their awareness of and attitude toward CSP. Without the survey data, WYSAC could not analyze whether the targeted marketing improved the awareness and attitude of Wyoming attorneys toward CSP.

The Google Analytics data could not identify whether those who visited the CSP website were Wyoming attorneys, other professionals, potential CSP clients, or current CSP clients.

To identify referrals from Wyoming attorneys, WYSAC used Wyoming child support case records from January 2017 to October 2019, the month Intervention II ended. The case records include *attorney* as one of the options for the field “How did you hear about us?” The case records, however, do not indicate whether those were attorneys who are licensed to practice in Wyoming. The case records also do not have an option for *other professionals* or indicate whether referrals came from attorneys who had seen the Intervention II advertisements.

One of the primary goals of the Digital Marketing project is to increase eligible clients’ enrollment in CSP (especially online applications). For online applications, WYSAC tracked the number of online applications through the E-543 application log. Unfortunately, this log does not indicate whether applicants were referred by attorneys or other professionals.

Questions and Measures

When reporting on the evaluation of Intervention I, WYSAC was unable to answer questions based on comparisons between the baseline and intervention period. In contrast, for the evaluation of Intervention II, WYSAC used baseline website data, collected during Intervention I, to answer questions about website visits and qualitative data from the interviews with the grant management team to assess program improvement. In Intervention II, not all evaluation questions were answered using baseline comparisons, as some evaluation questions were answered using process data or descriptive statistics.

PERFORMANCE OF DIGITAL ADVERTISEMENTS

The intention of Intervention II was to expand the reach of CSP to Wyoming attorneys and other professionals by distributing digital advertisements that targeted them. Consequently, the first evaluation question sought to determine if the attorneys and other professionals had been exposed to the ads.

Question

Which digital advertisements reached Wyoming attorneys and other professionals?

Measures

Each digital marketing platform (the Wyoming State Bar magazine, LinkedIn, and Spectrum Reach) targeted a different audience. For instance, the magazine targeted active attorneys who were licensed to practice law in Wyoming (and approximately 20 emeritus lawyers); and advertisements 2 and 3 on LinkedIn targeted all LinkedIn users, regardless of job title, business address, or other demographic. Each platform also provided its own data on impressions of and clicks on the digital advertisements. Impressions indicate how many times a given advertisement was displayed on a webpage. Impressions do not indicate whether the targeted

audience member paid attention to the advertisements. WYSAC used data from the digital marketing platforms to determine the reach of the digital advertisements.

VISITS TO CSP WEBSITE

If the target audience had seen the ads, we then wanted to know if the ads led the viewer to ‘act’ by clicking on the ad links to visit the landing pages on the CSP website. Wyoming attorneys and other professionals who may have seen the advertisements could also have visited the CSP website by searching relevant child support-related keywords (e.g., “Wyoming child support”) on search engines such as Google or by other means such as direct traffic (i.e., bookmarks and typing the address [e.g., homepage] of the CSP website) and referrals from other sites. In addition, attorneys and other professionals who may have been exposed to the advertisements might have informed their clients of CSP services. In turn, their clients could have also visited the CSP website.

Questions

Did people who saw the digital advertisements click on the links to the special landing pages?

Did the CSP website gain new visitors in addition to those who came to the site via the specialized landing pages?

Measures

New visits to the special landing pages indicate how many viewers of the digital ads chose to visit the CSP website by going to the ad’s linked page. Visitors had to first see the ads to click on them, thereby indicating the targeted audience had not only been exposed to the ads, but they had seen them and responded by clicking on the links to the special landing pages. Using Google Analytics, WYSAC extracted and examined the number of new visitors (i.e., first-time visitors) to the special landing pages.

WYSAC also examined the number of new visitors to the CSP website in addition to new visitors to the landing pages. Google Analytics, however, cannot identify which of these new visitors from organic search results saw the Intervention II advertisements.

VIEWS OF THE PROMOTIONAL VIDEOS ON YOUTUBE

CSP published Video 1 on YouTube on August 1, 2019, and Videos 2 and 3 on September 6, 2019. The special landing pages also included Video 1 as an embedded YouTube video.

Question

How many views did the promotional videos receive on YouTube?

Measure

YouTube provided its own data on the number of views on each video. Views indicate how many times a given video was watched on YouTube. The number of views on YouTube include the views from the embedded video on the landing pages).

REFERRALS FROM ATTORNEYS

Intervention II was intended to encourage Wyoming attorneys and other professionals to refer their clients to CSP. CSP believes referrals from professionals would increase the number of eligible clients who visit the CSP website, and those visits would lead to applications, which would, in turn, increase the number of families on the CSP caseload.

Question

Did attorneys refer eligible clients to CSP during Intervention II?

Measure

WYSAC only included case records with a unique combination of custodial parent/guardian, non-custodial parent/guardian, and child or (children) in the analysis. WYSAC also removed from analysis cases in which either the custodial or non-custodial parent/guardian was a minor (0.7% of all cases).

ONLINE APPLICATIONS SUBMITTED

The long-term objective of the project is to increase the number of online applications, submitted for child support services. CSP finds online application more efficient than the paper application; the online application is available at all times, whereas eligible clients must physically submit paper applications--either by mail or by visiting a CSP office. The online application also automates some case data entry while the paper application requires manual data entry.

Question

Did online applications continue to rise during Intervention II, as they had since their launch in July 2018?

Measure

The online (E-543) application system launched in July 2018 in the CSP's Self-Service Portal site to which the prior, retired website and the current CSP website provide a link. WYSAC used the E-543 log to track the number of new (i.e., first-time) applicants for child support services between July 2018 and October 2019, the month Intervention II ended. Because WYSAC wanted to count only the number of individuals who applied for services (not the number of

applications), WYSAC counted only one application per applicant: if applicants had multiple applications and/or multiple child support cases registered, WYSAC only counted their first application. The online (E-543) application log does not provide demographic information of applicants.

PROJECT IMPROVEMENT

Following each project intervention, WYSAC conducts Learn, Innovate, and Improve (LI2) quality improvement sessions with the project team. For Intervention II, WYSAC conducted interviews with six of the seven project team members (CSP staff, and the marketing and outreach teams) and one group session with the project team to evaluate the development and implementation of the intervention. During the group session, the evaluators presented data and facilitated discussions about project improvement.

Question

What has the project team learned that can positively influence their work protocols and communication processes?

Outcome Measures

The interviews provided open-ended responses that included recommendations for program improvement, identification of the communication and implementation practices that had worked well in Intervention I, and recognition of the strategies the project team would sustain going forward.

Evaluation Results

Performance of Digital Advertisements

WHICH DIGITAL ADVERTISEMENTS REACHED WYOMING ATTORNEYS AND OTHER PROFESSIONALS?

CSP ran two full-page advertisements in the August issue of the online Wyoming State Bar magazine, "Wyoming Lawyer." As the magazine is distributed solely to active attorneys licensed to practice law in Wyoming (and approximately 20 emeritus lawyers), nearly all of the impressions can be attributed to attorneys who are a primary target of Intervention II. Approximately 3,000 attorneys licensed in Wyoming receive the magazine (S. Wilkerson, personal communication, July 7, 2020).

The three LinkedIn advertisements ran between August 1, 2019, and October 31, 2019. LinkedIn Advertisement 1 targeted LinkedIn users who were lawyers in Casper and Cheyenne, Wyoming. Advertisements 2 and 3 targeted LinkedIn users in Wyoming.

Two advertisements corresponding to the special landing pages (i.e., the Excellence and Experts pages) ran via Spectrum Reach between August 1, 2019 and October 31, 2019.

Table 3 presents the findings for all the platforms.

Table 3: Impressions and Clicks for Digital Marketing Ads

Evaluation Question: Which digital marketing ads reached attorneys and other professionals?					
Evaluation Period: August 1, 2019, through October 31, 2019					
Platform	Advertisement	Target Audience	Impressions	Clicks	CTR
Wyoming State Bar magazine "Wyoming Lawyer"	Two full-page advertisements in the August 2019 issue	Active licensed attorneys (approximately 3,000 lawyers)	750*	Data not available	Data not available
LinkedIn	Ad 1	LinkedIn users who were lawyers in Casper and Cheyenne	18,319	111	0.61%
	Ad 2	All LinkedIn users, regardless of job title,	82,255	242	0.29%
	Ad 3	business address, or other demographic	48,837	453	0.93%
	Total		149,411	806	0.54%
Spectrum Reach	Excellence	Wyomingites with these demographics: age (25-64), household income (\$50,000–\$150,000),	643,249	552	0.09%
	Experts	education (graduate school), and occupation (attorney/lawyer)	792,350	664	0.08%
	Total		1,435,599	1,216	0.08%

* Impressions of each separate ad were not available. We assumed all attorneys saw both ads: that reached about 11% of the target audience (325/3000*100).

Analysis

The Intervention II digital advertisements reached some Wyoming attorneys and other professionals, and some of them interacted with the ads. The data on ad impressions and clicks does not allow for estimating the proportion of Wyoming attorneys and other professionals reached with the Intervention II ads.

Visits to CSP Website

DID PEOPLE WHO SAW THE DIGITAL ADVERTISEMENTS CLICK ON THE LINKS TO THE SPECIAL LANDING PAGES?

Of the 5,983 new visitors the CSP website received between August 1, 2019, and October 31, 2019, the Excellence page on the CSP website received 816 new visitors, and the Experts page received 835 new visitors. According to Google Analytics, these special landing pages were the third and fourth most visited pages (accounting for about 28% [1,651] of all new visitors) on the CSP website during Intervention II (the home page and the “make a payment” page being the first and second most visited pages).

DID THE CSP WEBSITE GAIN NEW VISITORS IN ADDITION TO THOSE WHO CAME TO THE SITE VIA THE SPECIALIZED LANDING PAGES?

The entire CSP website (redesigned and deployed at the start of Intervention I) also had a surge of new visitors during Intervention II (August 2019 - October 2019). As seen in Figure 3, the number of new visitors who came to the CSP website without first going to the special landing pages was high, relative to the numbers reported since March 2019. The 4,332 new visitors arrived on the CSP website during Intervention II, but did not first arrive on the landing pages. The difference between the number of all new visitors and the number of new visitors arriving on the special landing pages could be associated with the digital ads.

Figure 3: The CSP Website Had a Surge of New Visitors during Intervention II

The number of first-time visitors, by month



Source: Google Analytics on Wyoming Child Support Program website

Analysis

According to Google Analytics, the special landing pages, which were only accessible via the ad links, were the third and fourth most visited pages (the Excellence page and the Experts page, respectively) on the CSP website during Intervention II. In addition to visits to the special landing pages, Intervention II also coincided with an increased number of new visitors to the other pages (e.g., homepage) of the CSP website. The Google Analytics data cannot determine whether those who visited the CSP website were Wyoming attorneys, other professionals, potential CSP clients, or current CSP clients. Also, the data did not allow WYSAC to determine if this increase in the number of new visitors was because visitors were finding the new website on their own, because of the Intervention II marketing efforts, or because of factors unrelated to Intervention II. Nonetheless, the increased number of new visitors may suggest an increased online visibility for CSP.

Views of the Promotional Videos on YouTube

HOW MANY VIEWS DID THE PROMOTIONAL VIDEOS RECEIVE ON YOUTUBE?

Video 1 of the three promotional videos was published on YouTube on August 1, 2019, and it was also embedded on the special landing pages. Between August 1, 2019 and October 31, 2019, Video 1 received 28 views. Video 2 received 16 views between September 6, 2019 and October 31, 2019. Video 3 received 4 views between September 6, 2019 and October 31, 2019.

Analysis

Views of all the videos were low (28, 16, and 4). Video 1 had the most views, possibly because you could access it from three sources: the two landing pages and YouTube. We hypothesize the number of views of Videos 2 and 3 was low because people do not go to YouTube to see promotional information on social services.

Referrals from Attorneys

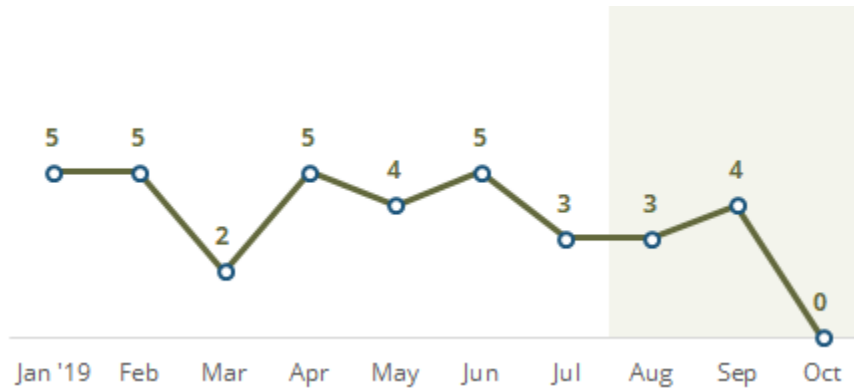
DID ATTORNEYS REFER ELIGIBLE CLIENTS TO CSP DURING INTERVENTION II?

WYSAC counted non-TANF IV-D child support cases that originated from attorney's referrals. By using these cases, WYSAC minimized the possibility that applicants might have learned about CSP elsewhere or might have been required to apply for child support services through avenues such as TANF, foster care, or Medicaid. In other words, CSP cases informed or

required by TANF, foster care, and Medicaid were kept separate from those that may have been impacted by the project’s digital marketing efforts. In 2017 and 2018, 6 and 21 non-TANF IV-D child support cases, respectively, indicated they had been referred by attorneys. Between January 2019 and October 2019, 36 non-TANF IV-D child support cases indicated they had been referred by attorneys (Figure 4). Although 2019 had more referrals from attorneys than the previous two years combined, the Intervention II period (August 2019 - October 2019) did not show an increase in referrals from attorneys since January 2019.

Figure 4: Referrals from Attorneys Did Not Increase during Intervention II

The number of non-TANF IV-D child support cases referred by attorneys in 2019, by month



Source: Wyoming Child Support Program case records

Analysis

Referrals from attorneys were higher in 2019 than in 2017 and 2018, combined. While the expectation was that referrals would increase as CSP expanded its reach to attorneys and other professionals, such an increase was not observed during Intervention II. Although the number of referrals in August and September fit within the range of referrals seen since January 2019, we do not know why there were no referrals in October 2019. We will look at the subsequent months to see if there was a delayed effect of Intervention II in the months following its implementation.

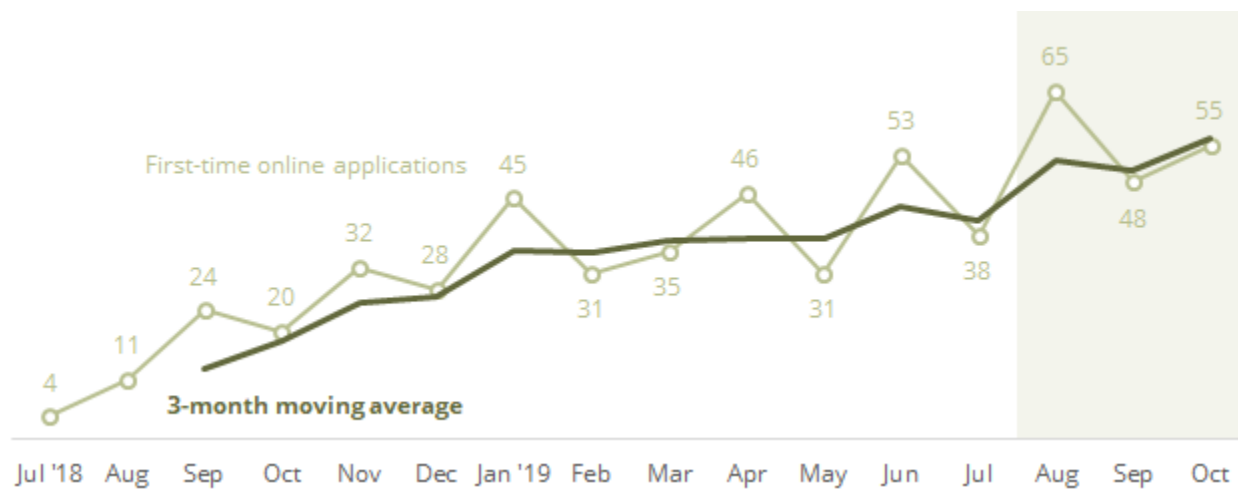
Online Applications Submitted

DID ONLINE APPLICATIONS CONTINUE TO RISE DURING INTERVENTION II, AS THEY HAD SINCE THEIR LAUNCH IN JULY 2018?

WYSAC counted the number of new (i.e., first-time) applicants in the online (E-543) application log. WYSAC identified first-time applicants by counting only one application per applicant if applicants had multiple applications and/or multiple child support cases registered. WYSAC made this decision because we assumed applicants with multiple applications or multiple child support cases were already aware of Wyoming CSP and were not influenced by CSP's digital marketing efforts. Figure 5 shows the monthly number of first-time applications received by the Wyoming CSP via online application (E-543) between July 2018 and October 2019 as well as its three-month moving averages (the bold green line). The earliest application in the log was dated July 24, 2018. CSP received 168 applications via online application between August 2019 and October 2019.

Figure 5: New Online (E-543) Applications Gradually Rose between July 2018 and October 2019

The number of first-time applicants by month and its three-month moving averages



Source: Wyoming Child Support Program online (E-543) application log

Analysis

The data show the number of first-time online applicants rose gradually from July 2018 through October 2019, when Intervention II ended. Applications during Intervention II (August 2019

through October 2019) continued this upward trend. The highest number of online applicants (65) was reported in August 2019.

Project Improvement

WHAT HAS THE PROJECT TEAM LEARNED THAT CAN POSITIVELY INFLUENCE THEIR WORK PROTOCOLS AND COMMUNICATION PROCESSES?

WYSAC interviewed six of the seven members of the project team. The team members reported:

- They communicated well with each other via email, phone, or text when they had questions.
- Group processes (i.e., communication, delegation of tasks, decision making) went more smoothly than during Intervention I. The marketing team felt less rushed during Intervention II than they had during Intervention I because they believed the marketing team had already done similar work during Intervention I, had a rhythm, and were more clear about their roles.
- They were satisfied with the overall quality and content of the advertising products; however, one team member was disappointed in the number of attorney referrals that resulted from the marketing campaign.
- They recognized the benefit of featuring a Wyoming attorney in the advertising messages because it personalized and localized the content.

WYSAC used constant comparative analysis to identify and summarize predominant response themes in the interview data. The evaluators presented these process data, along with quantitative data from administrative files and Google Analytics, to the project team in a Learn, Innovate, Improve (LI2) quality improvement session following the completion of Intervention II. During this session, the project team and the evaluators identified lessons learned and next steps.

Analysis

The project team reported strong group processes during Intervention I. The team reported even stronger group processes for Intervention II. In Intervention II, the team thought that what they had learned in Intervention I had positively impacted how well they worked together during Intervention II. Additionally, team members reported processes went more smoothly because they had prior experience with media messaging campaigns.

Lessons Learned and Next Steps

Lessons Learned

Presentation of the attorney survey did not entice attorneys to provide feedback.

Individuals who arrived on the special landing pages were invited to take a popup survey when they tried to exit the pages. The survey yielded a single respondent and that person was not an attorney or paralegal, and was, therefore, ineligible to take the survey.

Positive work protocols and communication practices identified in Intervention I continued to show a positive effect on project coordination and management during Intervention II.

These positive project team processes include multimodal communication, frequent group meetings, a clear timetable, and specific task assignments.

WYSAC's participation in team meetings provides the evaluators with important insights and details regarding the intervention processes.

One of the next steps suggested in the Intervention I evaluation report was to include WYSAC in project team meetings. During Intervention II, WYSAC evaluators attended project team meetings. WYSAC benefited from having a better understanding of the project team's processes, and the project team gained a better understanding of the data WYSAC needed for evaluation.

Next Steps

WYSAC and the project team will explore new strategies for seeking user feedback.

The survey strategy used in Intervention II was ineffective. For Intervention III, the team will use multiple links to the survey in various locations to increase the likelihood users will respond.

The project team will sustain positive team processes.

Team processes that will be continued include multimodal communication, frequent group meetings, a clear timetable, and specific task assignments.

WYSAC evaluators will continue to participate in project team meetings.

Because WYSAC's participation in team meetings has increased awareness among the evaluators of project activities and increased understanding among the project team of the purposes (and limits) of evaluation, WYSAC's participation will continue.

References

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