Grantee agency: Wyoming Department of Family Services

Date of report: December 21, 2020

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

Title of Intervention III: Digital Marketing to Increase Awareness and Knowledge of the CSP among Potentially Eligible CSP Clients in Wyoming

Key staff names, titles, roles, and contact information

Project Management Team

Kristie Arneson
Wyoming IV-D Director
Role: Project Lead and Grant Coordinator
307-777-6031
kristie.arneson@wyo.gov

Denise Dunn
Wyoming Child Support Program Manager
Role: Reporting and Product Review
307-777-5653
denise.dunn@wyo.gov

Marketing Team

Steve Jackson
Owner, Jackson Productions, LLC
Role: Marketing content developer
480-234-9786
steve.jackson@jackson-pro.com

Dana Volney
Owner, Volney Ventures, LLC
Role: Marketing Coordinator
307-760-1656
dana@volneyventures.com

Child Support Program Outreach Team

Roles: Provide content feedback and general support
Janelle Burgener, janelle.burgener@wyo.gov
Tracy Haley, tracy.haley@wyo.gov
Jill Kiester, jill.kiester@wyo.gov
Ellen Rutledge, elrutledge@ywcss.com

Evaluators
Role: Evaluation
Muneyuki Kato, shinze@uwyo.edu
Tim Pearson, tpearso4@uwyo.edu
Wyoming Survey & Analysis Center at the University of Wyoming

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 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.

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

(1) The CSP's outdated website;
(2) Lack of outreach to Wyoming attorneys (especially family law attorneys) and other professionals who are well-placed to educate potentially eligible CSP clients about the CSP and refer them to it; and
(3) Lack of outreach to potentially eligible CSP clients via TV and popular media outlets such as Hulu, Sling TV, YouTube, Google, and Facebook.

The CSP addressed these challenges in three tiered and research-supported interventions. Taken together, the interventions aim to better reach the target population (potentially eligible clients of CSP services) and to better promote the CSP's services. The goals of the project were to increase awareness of, improve attitude toward, and increase enrollment in the CSP.

Problem and Hypotheses

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 a low level of awareness among potentially eligible CSP clients about the CSP could be a factor for the declining caseload and declining enrollment. The project team further hypothesized that the CSP could increase its outreach, awareness, and enrollment by advertising via digital marketing platforms. The CSP had not previously used digital marketing platforms extensively for its advertising.
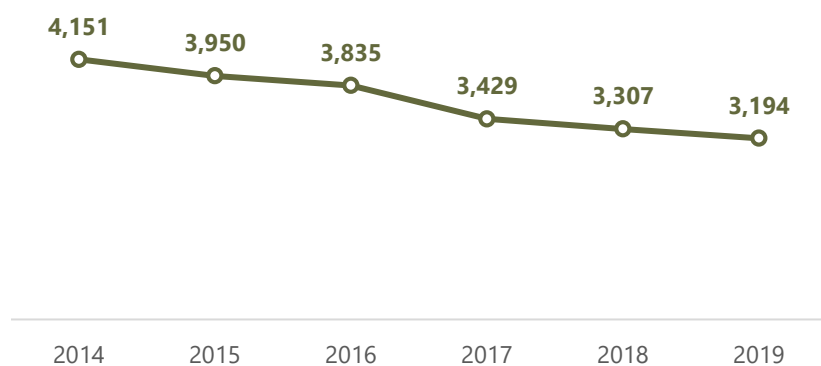
Figure 1: Wyoming Child Support Caseload

The number of open child support cases, by Federal Fiscal Year
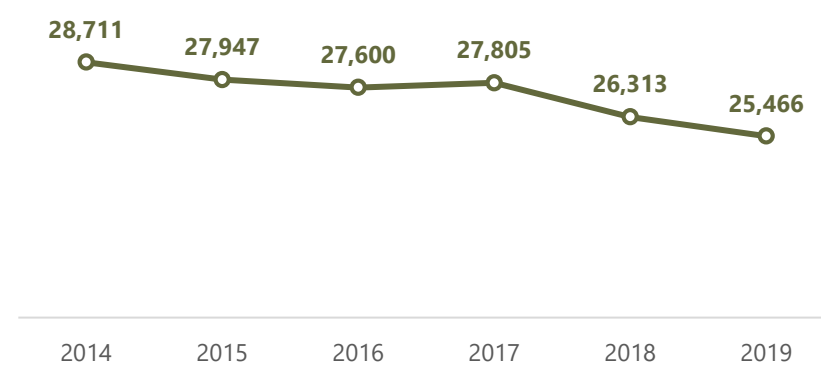
Source: Wyoming Child Support Program

Figure 2: Wyoming CSP Enrollment

The 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 III

Goals

The three primary goals of the Wyoming CSP's Digital Marketing grant project are to (1) increase eligible clients' awareness and knowledge of the CSP services, (2) improve eligible clients' attitude toward the CSP, and (3) increase enrollment in the CSP (especially through online applications). Intervention III focused on the first two goals.

In Intervention III, the CSP used grant funds to develop and distribute digital advertisements to potentially eligible CSP clients to inform them about the CSP's services and to increase their visits to the CSP website (which was redesigned in Intervention I).[1] The CSP distributed video advertisements on TV and popular streaming services. The CSP also distributed display advertisements (graphic, text, and/or video displays such as banner ads) via popular non-streaming digital marketing platforms.

Development

The project manager (PM) of the Digital Marketing project, Kristie Arneson (IV-D Director), spearheads the CSP's digital marketing campaign and developed Intervention III 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 and deploy them on popular streaming and non-streaming digital marketing platforms (see Table 2 for an overview of these platforms).

The PM, the WCSPM, and the CSP outreach team supervised the development of the media outreach campaign. Jackson Productions designed and developed the Intervention III digital marketing content such as video ads and display ads, and Volney Ventures deployed them on popular streaming and non-streaming platforms. The Wyoming Survey & Analysis Center (WYSAC) at the University of Wyoming evaluated the project. Table 1 details the activities and identifies the parties responsible.

---

[1] Although the main target is potentially eligible clients unfamiliar with CSP, existing CSP clients could have been exposed to the digital advertisements during Intervention III.

TABLE 1: INTERVENTION III 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 video and display advertisements	Develop, review, and finalize video advertisements and display advertisements.	Jackson Productions Volney Ventures Outreach team
Identify platforms	Identify and secure marketing platforms (Hulu, Sling TV, Spectrum Reach, YouTube, Google Ads, Facebook, Yelp, and Cap City News)	Volney Ventures Outreach team
Develop online survey	Identify questions to ask and an online survey platform	All project team members WYSAC evaluators
Launch intervention and data collection for digital metrics and online survey	Market advertising content to target audience and launch online survey	Volney Ventures Project Manager WYSAC evaluators

Description, Target Population, and Timeline

Intervention III was intended to expand the reach of the CSP to potentially eligible clients. The intervention began on February 15, 2020 and ended on May 15, 2020 and targeted potential CSP-eligible custodial and non-custodial parents or guardians in Wyoming. Intervention III employed two approaches: video advertisements on streaming services and display advertisements on non-streaming services.

To reach the target audience, the CSP placed two video ads on TV (via Spectrum Reach) and streaming services such as Hulu, Sling TV, and YouTube. The CSP placed a third video ad on the landing page of its own website. The CSP also ran display advertisements on websites via non-streaming platforms including Spectrum Reach, Google Ads, Facebook, and Cap City News, a local news platform based in Cheyenne, Wyoming. The advertisements stated that the CSP offers time- and money-saving child support services. Spectrum Reach distributed both video advertisements on TV[2] and display advertisements on websites. Table 2 summarizes digital advertisements in Intervention III.

---

[2] In the context of digital marketing, TV includes traditional cable TV as well as TV streamed over the internet (Spectrum Reach, 2019).

Table 2: Digital Advertisements in Intervention III

Platform	Advertisement	Dates	Target Audience	Page Link	Cost
Video advertisements on streaming services					
Hulu	Video 1, Video 2	Feb 15, 2020 - May 15, 2020	Hulu subscribers in Wyoming, ages 20-40	Link to CSP website homepage on clickable devices*	$100,000
Sling TV	Video 1, Video 2	Feb 15, 2020 - May 15, 2020	Sling TV subscribers in Wyoming	No link to CSP website	$52,500
YouTube	Video 1	Feb 26, 2020 - May 2, 2020	YouTube video viewers in Wyoming	CSP website homepage	$21,806
	Video 2	Feb 25, 2020 - Apr 27, 2020			
Spectrum Reach	Video 1, Video 2	Mar 5, 2020 - May 15, 2020	TV audience in Wyoming, including those who watch TV via online streaming services and devices such as Roku	No link to CSP website	$31,700
Digital advertisements on non-streaming services					
Spectrum Reach	3 display ads (including 2 video ads used in rotation where appropriate)	Feb 18, 2020 - May 15, 2020	Wyomingites within these demographics: ages 25-54, household income $0-$100,000, less than graduate-level education, and interest in specific areas (family, financial assistance & grants, news, and weather)	CSP website homepage	$23,400
Google Ads	2 display ads	Feb 25, 2020 - Apr 27, 2020	Wyomingites searching on Google Search and Maps and visiting Google Ads partner websites	CSP website homepage	$3,156
Facebook	3 display ads	Mar 26, 2020 - May 15, 2020	Adult Wyomingite users of Facebook and its family of apps	CSP website homepage	$4,899
Cap City News	Same 3 display ads used for Spectrum Reach	Feb 15, 2020 - May 15, 2020	Visitors to the Cap City News website	CSP website homepage	$3,000
	3 informational articles	Feb 15, 2020 - May 15, 2020			

* The video ads on Hulu were clickable on devices with this capability. Only 20% of video impressions were on clickable devices, according to Hulu's report on its CSP's Intervention III campaign.

VIDEO ADVERTISEMENTS AND STREAMING SERVICES

Hulu and **Sling TV** are subscription-based video streaming services delivering on-demand videos (and live TV) over the internet. **YouTube** is an online video-sharing website that also provides digital advertising services on its site. **Spectrum Reach** provides digital advertising services using national and local cable networks, internet advertising, and promotional events so their clients can distribute video ads on TV via cable networks and streaming services over the internet.

The CSP created three video advertisements for Intervention III. Videos 1 and 2 promote the message that the CSP offers time- and money-saving child support services. These videos use different variations of wording in their narrations to deliver similar messages. For example, Video 1 contains the message, "At the Wyoming Child Support Program, our caring experts throughout the state work side by side with you and can work closely with your attorney to offer time and money saving services including paternity & support establishment, order enforcement, payment modifications, entry & termination of income withholding, and much more." Video 2 varied this language and reads as "With our large network of resources, time and money saving services, and offices statewide, we work side by side with you on many support-related issues from cost-effective payment modifications, paternity and support establishment, order enforcements, and much more." The videos displayed the CSP website homepage address (childsupport.wyo.gov) and the CSP's Customer Service Center phone number (307-777-6948) throughout. The CSP also published these videos on its YouTube channel: Video 1 can be viewed at https://youtu.be/L9fO_cOJBa0 and Video 2 at https://youtu.be/gRjBMD3mPS4. The CSP distributed both videos via Hulu, Sling TV, YouTube, and Spectrum Reach.

Video 3, titled "Wyoming Child Support Program - Customer Testimonials," features two positive testimonials from the CSP's clients. The CSP posted the video on YouTube as unlisted (therefore, the link not provided here) and embedded it on a special page created for Intervention III on the CSP website at https://childsupport.wyo.gov/time-and-money-saving-services/. The message on this page is consistent with the main theme of Intervention III: "We can help with many time- and money-saving child support services." Because the video was embedded, visitors could watch it directly on this special page without visiting YouTube. A rotating banner at the top of the CSP website homepage included a clickable link to the page, accessible to anyone on the homepage. The CSP did not actively promote this page and Video 3 in the Intervention III ads. This special page, nonetheless, received 135 new and returning visitors, combined, during Intervention III.

Hulu delivered video ads during commercial breaks while subscribers were watching on-demand videos in the Hulu's streaming library (Hulu, 2020a); they were not skippable. Hulu did not deliver the ads to its ad-free "Hulu (No Ads)" subscribers. Approximately 70% of Hulu

subscribers are on the ad-supported Hulu plan (Spangler, 2019). The video ads were not directly clickable on most devices (Hulu, 2020b), but when they were, a click on the video ads directed users to the homepage of the CSP website.

Sling TV delivered the video ads during commercial breaks. These video ads were not skippable (Dish Network, 2020). Sling TV has roughly 5,000 unique subscribers in Wyoming. The videos were not clickable and did not, therefore, provide a clickable link.

YouTube users saw either one of the video ads before, during, or after viewing a video. They were able to skip the video ads after 5 seconds. A clickable link to the homepage of the CSP website was overlaid on the video ads, and another clickable link was placed next to or below the video ads (the location of this clickable link changed, depending on the screen or browser size). Figure 3 shows a sample screenshot of one of the CSP's YouTube video ads.

FIGURE 3: SAMPLE SCREENSHOT OF CSP'S YOUTUBE VIDEO ADVERTISEMENTS
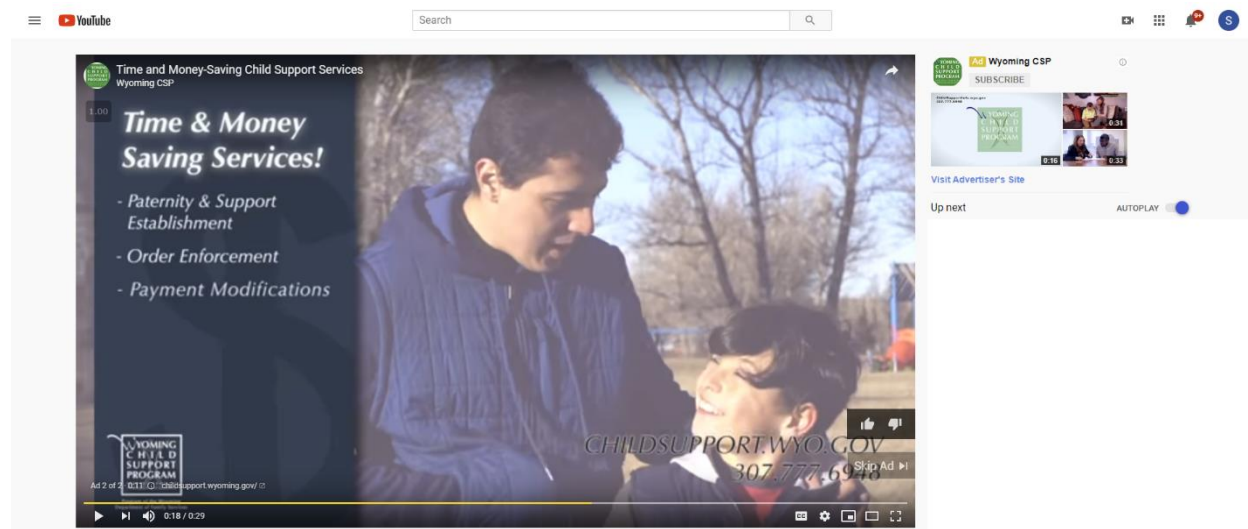
Using Spectrum Reach, the CSP distributed two video ads (Videos 1 and 2) from March 5, 2020 through May 15, 2020, targeting Wyoming TV audiences who watched TV through their traditional cable TV contract or through their online streaming services or devices. Spectrum Reach delivered the video ads during commercial breaks of shows and movies on cable TV networks (e.g., Fox News, CNN, Discovery, TLC, etc.) as well as streaming services and devices (e.g., Roku, Pluto TV, Samsung TV Plus, Amazon Fire TV, etc.) over the internet (Spectrum Reach, 2019). These video ads did not provide a clickable link to the CSP website.

DISPLAY ADVERTISEMENTS ON NON-STREAMING SERVICES

Spectrum Reach provides digital advertising services so their clients can distribute graphic and/or text displays, such as banner ads, to targeted audiences on websites. **Google Ads**

permits its clients to distribute display ads in Google Search results as well as on Google Ads partner websites. **Facebook** (and its family of apps such as Instagram) is an online social media and social networking website through which clients can distribute digital ads on Facebook. **Cap City News** is a local online news platform based in Cheyenne, Wyoming.

Using Spectrum Reach, the CSP distributed three digital display advertisements (Figure 4). Spectrum Reach also geofenced (created a virtual geographic boundary around) 67 locations in Wyoming, including family law offices, dollar stores, pediatricians, and other locations 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. For tagged devices, Spectrum Reach displayed advertisements on websites that their algorithms determined the target audience was likely to visit.

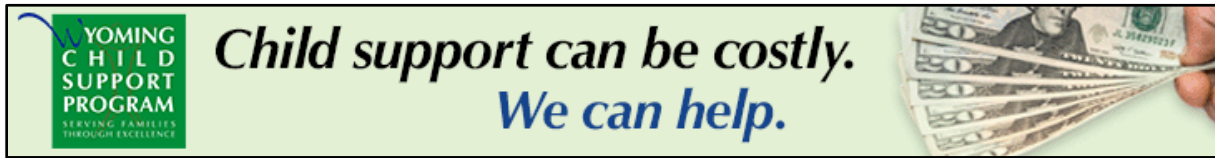## FIGURE 4: SPECTRUM REACH DISPLAY ADVERTISEMENTS

Display Ad 1: Static display

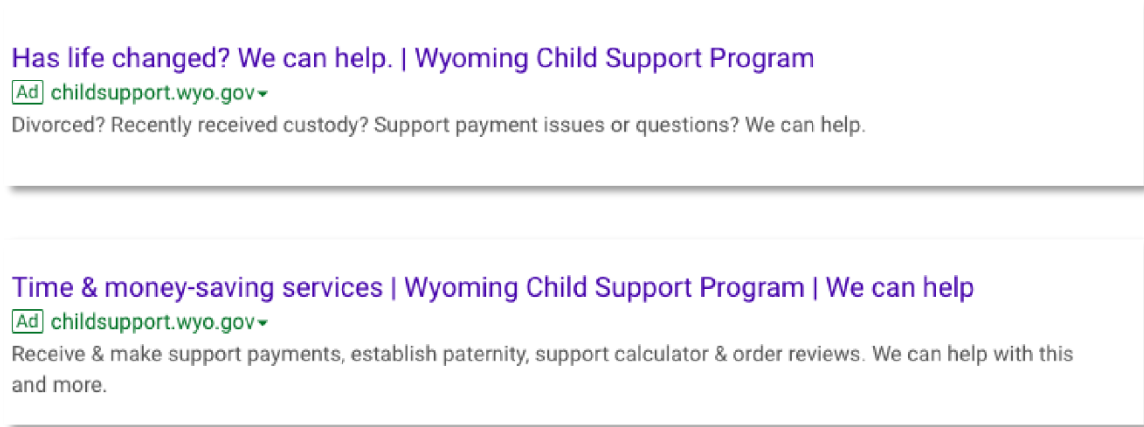**Display Ad 2: GIF-animated display (one ad with two rotating images)**
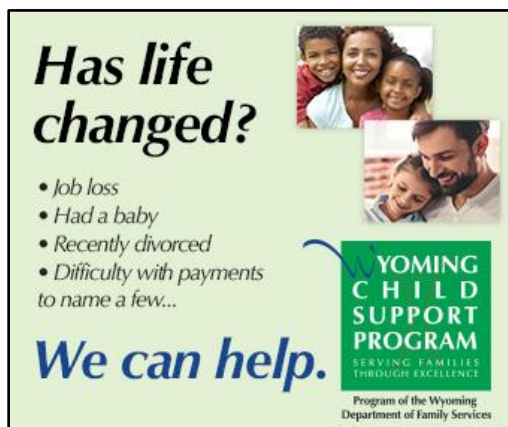
Display Ad 3: GIF-animated display (one ad with two rotating images)

Google Ads delivered the ads (Figure 5) to those searching for services like child support on Google Search and Maps and across Google Ads partner websites (Google Ads, n.d.).

Figure 5: Google Ads Display Advertisements

Has life changed? We can help. | Wyoming Child Support Program
Ad childsupport.wyo.gov▾
Divorced? Recently received custody? Support payment issues or questions? We can help.

Time & money-saving services | Wyoming Child Support Program | We can help
Ad childsupport.wyo.gov▾
Receive & make support payments, establish paternity, support calculator & order reviews. We can help with this and more.

Using Facebook, the CSP distributed three digital display ads (the same display ads used for Spectrum Reach) on Facebook and across the Facebook family of apps such as Instagram. There was no geofencing or tagging of electronic devices on Facebook.

Cap City News also published three informational articles (Roedel, 2020; Gamroth, 2020; Cap City Staff, 2020) and three digital display ads on its website and Facebook Page. As with Facebook, there was no geofencing or tagging of electronic devices on the Cap City News website.

Evaluation

The purpose of the evaluation of Intervention III was to determine, first, if digital advertising reached the intended audience of potentially eligible CSP clients in Wyoming. If it did, the evaluation then sought to determine (1) the audience's attitudes regarding the CSP, and (2) whether a positive attitude change occurred after being exposed to the marketing. Second, the evaluation sought to determine (1) whether the CSP website gained new visitors, (2) whether these visitors applied for new child support cases online, (3) how the work protocols and communication processes of the project team had improved since Intervention II, (4) if the team thought they could be further improved after completion of Intervention III, and what did the project team learn from intervention III that can influence their future marketing?

Limitations

Several limitations with the usability or comparability of the data curtailed the intended evaluation. The evaluators and the project team identified limitations related to receiving data from Sling TV, uncertainty about the impact of the coronavirus disease 2019 (COVID-19) pandemic on marketing, limitation in tracking website visitors, and the effectiveness of the online survey in sent to potentially eligible clients who visited the CSP website to ask about their awareness of and attitudes toward the CSP.

Despite the marketing team having contacted Sling TV multiple times, at the time of writing this report, Sling TV had not yet provided the post-intervention performance metrics for the CSP's video ads at the time of writing this report.

Intervention III coincided with the COVID-19 pandemic. The evaluation of Intervention III could not account for the impact of COVID-19 on outcomes. For example, evaluators could not measure how many new (or first-time) visits to the CSP website and how many new online applications arose due to the impacts of COVID-19. Although the spread of COVID-19 in Wyoming was relatively slow during Intervention III, Wyoming's unemployment rate spiked from 3.8% in March 2020 to 9.6% in April 2020 (U.S. Bureau of Labor Statistics, 2020), and the spike was likely due to COVID-19 (Feighery, 2020). Job losses or other hardships related to COVID-19 could have motivated both existing and new CSP clients to contact the CSP regardless of Intervention III, as this was a time of uncertainty and hardship for many Wyoming families. Additionally, many residents might have watched TV or used streaming services such as Hulu and YouTube more often because the pandemic was keeping them at home. Consequently, the pandemic might have boosted new visits to the CSP website and online applications beyond the hypothesized impact of Intervention III.

New visitors to the CSP website cannot be tracked all the way to the CSP online application system. The Google Analytics data used to track CSP website traffic and the CSP's online application data cannot be linked. We cannot determine which new visitors were potentially eligible clients and ended up applying and, if they did, whether they applied during their first visits or returning visits at a later point. Also, it is possible that new or returning visitors who did not see the Intervention III ads applied for services.

The online survey was intended to collect respondents' opinions on the CSP website. Posting the survey link on the Self-Service Portal site (where potential clients can apply for CSP services or existing clients can manage their account information) might have led respondents to think of the portal instead of the CSP website when giving their opinions. Another limitation of the survey was that evaluators could not determine if responses to some questions were based on respondents' experience, the advertising, or both. These questions all began with the opening, "Based on the advertising you saw, do you think…?" We cannot, however, rely on the question stem, "Based on the advertising…," to entice respondents to answer this question solely based on the advertising rather than on their prior experience with or impressions of CSP personnel or the website. Finally, we do not know if those who responded to the online survey are representative of potentially eligible CSP clients. The online survey was a convenient and cost-effective means of obtaining responses; however, respondents could differ from the larger population of potentially eligible clients.

Questions and Measures

When reporting on the evaluation of Intervention I, the evaluators were unable to answer questions based on comparisons between the baseline and intervention periods. In contrast, for the evaluation of Intervention III, the evaluators used baseline website data collected during Interventions I and II to determine any changes in the number of website visits during Intervention III. In Intervention III, not all answers to evaluation questions needed baseline comparisons; some were answered using process data and descriptive statistics. Additionally, evaluators used qualitative data from interviews with the grant management team to guide program improvement. Table 3 summarizes the questions, measures, and expected outcomes of the evaluation of Intervention III.

Table 3: Questions, Measures, and Expected Outcomes

	Question	Measure	Expected Outcome
Performance of digital advertisements	How many impressions and views did Intervention III advertising deliver to TV and online streaming audiences in Wyoming? How many impressions did Intervention III advertising on non-streaming platforms and websites deliver?	Impressions and views of digital ads from the digital marketing platforms	Digital ads reach potentially eligible clients
Visits to the CSP website	Did the ads influence potentially eligible clients to visit the CSP website?	New visitors to the CSP website tracked by Google Analytics	Increase in first-time visitors to the CSP website
Awareness of and attitude toward the CSP	Did potentially eligible CSP clients who saw the ads report an increased awareness of and improved attitudes toward the CSP? How useful was the CSP website for visitors to learn about the CSP?	Awareness and attitude toward the CSP and its website from responses to the Intervention III online survey	Improvement in awareness of and attitudes toward the CSP
Online applications submitted	Did the number of online applications rise during Intervention III? If yes, did this rise in online applications accelerate from the trending rise in online applications since July 2018?	The number of first-time online application tracked in the online application (E-543) system log	Increase in first-time online applications submitted
Project improvement	What did the project team learn from Intervention III that can positively influence their continuing work protocols and communication processes?	Responses from open-ended interviews with CSP staff, the marketing team, and the outreach team	Lessons learned and potential next steps

PERFORMANCE OF DIGITAL ADVERTISEMENTS

The intention of Intervention III was to expand the reach of the CSP to potentially eligible clients. To reach them, the CSP placed two video ads on TV (via Spectrum Reach) and streaming services such as Hulu, Sling TV, and YouTube. The CSP placed a third video ad on a landing page on its own website. The CSP also ran display advertisements on websites via non-streaming platforms including Spectrum Reach, Google Ads, Facebook, and Cap City News. Evaluating the performance of the digital advertisements in Intervention III sought to determine the reach (impressions and views) of each advertising platform used in Intervention III.

Questions

How many impressions and views did Intervention III advertising deliver to TV and online streaming audiences in Wyoming?

How many impressions did Intervention III advertising on non-streaming platforms and websites deliver?

Measures

Evaluators used data from the streaming and non-streaming services to determine the reach of the digital advertisements. For the video ads, each streaming service (Hulu, Sling TV, YouTube, and Spectrum Reach) targeted a different audience (see Table 2), and each service provided its own data on impressions and video completions (or views) of the video ads. Impressions (impressions delivered) indicate how many times a given video ad was delivered on a viewer's screen. Impressions do not indicate whether the targeted audience member paid attention to the advertisements. Evaluators counted video completions on Hulu and Spectrum and views on YouTube. Hulu and Spectrum Reach count video completions as the number of times a given video ad was played through to its end. YouTube counts a video ad as viewed when a viewer watches 30 seconds of the video or the full duration of the video, whichever is shorter, or clicks or swipes on the video (YouTube, 2020b).

The display ads on each of the non-streaming platforms (Spectrum Reach, Google Ads, Facebook, and Cap City New) targeted a different audience (see Table 2). Each platform provided its own data on impressions of and clicks on the display advertisements. Impressions (impression delivered) indicate how many times a given advertisement was displayed on a webpage. As with the video ads, impressions do not indicate whether the targeted audience member paid attention to the display advertisements. Facebook uses reach, instead of impression, as a measure of advertisement delivery. Facebook defines reach as "the number of people who saw the ad at least once" (Facebook, 2020).

VISITS TO THE CSP WEBSITE

If the target audience had seen an ad, evaluators wanted to know if the ad had led the viewers to 'act' by visiting the CSP website. Except for the video ads on Hulu and YouTube that could access the CSP homepage by a device with a clickable link to this page, the video ads themselves did not provide a clickable link to a page on the CSP website. The video ads did include the address of the CSP website homepage. The display ads provided a clickable link to the homepage and its address. Viewers of the digital ads from Intervention III could visit the CSP website by (1) clicking on the ad link (if available on a user's device); (2) searching relevant child support-related keywords (e.g., "Wyoming child support") on search engines such as

Google; or (3) using other means such as direct traffic (typing the address [such as homepage] of the CSP website and using bookmarks).

Questions

Did the ads influence potentially eligible clients to visit the CSP website?

Measures

The CSP expected to expand its awareness and reach by directing viewers of the Intervention III digital ads to its website. Using Google Analytics, evaluators extracted the number of new (first-time) visitors[3] to examine whether potentially eligible clients discovered the CSP website.

AWARENESS OF AND ATTITUDE TOWARD THE CSP

The intention of Intervention III was to increase the awareness of and improve the attitude toward the CSP among potentially eligible clients.

Questions

Did potentially eligible CSP clients who saw the ads report an increased awareness of and improved attitudes toward the CSP?

How useful was the CSP website for visitors to learn about the CSP?

Measures

With input from the project team, the evaluators developed an online survey to ask potentially eligible clients who visited the CSP website about their awareness of and attitudes toward the CSP. The survey was hosted on a University of Wyoming online survey platform, and its link was provided on the CSP website homepage, the special landing page for Intervention III, and the CSP's Self-Service Portal site (including the online application). The survey was open to anyone who clicked the link and went to the online survey site. That is, the survey was available to web visitors who had not seen the ads and to current CSP clients who were revisiting the website (e.g., to make a payment). Data from the survey are applicable to its respondents and cannot be generalized to all who visited the CSP website. The online survey was active from February 17, 2020 through May 15, 2020.

ONLINE APPLICATIONS SUBMITTED

The long-term objective of the project is to increase the number of online applications submitted for child support services. The CSP finds online application more efficient than the paper application; the online application is always available, whereas potentially eligible clients must

---

[3] New visitors could likely be over-reported if (1) the same person used different devices to access the same website, or (2) if a person who previously visited the site deleted their cookies and then visited the site again (Alhlou et al., 2016).

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.

Questions

Did the number of online applications rise during Intervention III? If yes, did this rise in online applications accelerate from the trending rise in online applications since July 2018?

Measures

The previous, retired website and the current CSP website provide a link to the online application (E-543) system launched in July 2018 in the CSP's Self-Service Portal. Evaluators used the E-543 log to track the number of first-time applicants for child support services between July 2018 and May 2020, the month Intervention III ended. Evaluators counted the number of first-time applications, assuming applicants with multiple applications were already aware of the Wyoming CSP and were not influenced by the CSP's digital marketing efforts. The purpose of counting only the first application is mainly to simplify the analysis and eliminate an alternative interpretation that might say, for example, "an increase could be due to applicants submitting multiple applications where they had children with multiple partners." One of the primary purposes of the digital ads was to expand awareness/reach, so the focus is on whether potentially eligible clients learned about and applied for services. Any subsequent applications could not be associated with learning about CSP and from the first introduction being motivated to apply. Because evaluators wanted to count only the number of individuals who applied for services (not the number of applications), evaluators counted only one application per applicant: if applicants had multiple applications and/or multiple child support cases registered, evaluators only counted their first application. The online application (E-543) log does not provide demographic information of applicants.

PROJECT IMPROVEMENT

As part of the evaluation for Intervention III, an evaluator conducted interviews with six of the seven project team members on the process of implementing Intervention III and the challenges and opportunities encountered. The evaluators presented this process data, along with metrics from the digital marketing platforms, Google Analytics data about the CSP website traffic, and data from the online application log to the project team in a Learn, Innovate, Improve (LI[2]) quality improvement session conducted following the completion of Intervention III. During this session, the project team and the evaluators identified lessons learned from Intervention III and next steps for sustaining successful elements of the Digital Marketing project.

Question

What did the project team learn from Intervention III that can positively influence their continuing work protocols and communication processes?

Outcome Measures

An evaluator conducted interviews with the project team members (CSP staff, the marketing team, and the outreach team) to evaluate the success of the team's communication processes and work protocols in developing and implementing Intervention III. The interviews provided open-ended responses and insights into what worked well, what could be improved, and what the project team would change as they continued to digitally market the CSP and the CSP website. The evaluator conducted six 30- to 45-minute interviews.

Evaluation Results

Performance of Digital Advertisements

HOW MANY IMPRESSIONS AND VIEWS DID INTERVENTION III ADVERTISING DELIVER TO TV AND ONLINE STREAMING AUDIENCES IN WYOMING?

The CSP ran two video advertisements on the streaming services Hulu, Sling TV, and YouTube, and on TV via Spectrum Reach. Table 4 presents the findings for these services. Hulu, Sling TV, YouTube, and Spectrum Reach were contracted to deliver a certain number of video impressions. In contrast, YouTube charged the CSP when a viewer watched a video ad to the end or swiped or clicked the video (YouTube, 2020a).

Table 4: Impressions and Views of Video Advertisements

Platform	Target Audience	Impressions	Completed Views	Cost	Cost per View
Hulu	Hulu subscribers in Wyoming, ages 20 - 40	3,136,596	3,076,823	$100,000	$0.03
Sling TV	Sling TV subscribers in Wyoming	(1,544,118)*	--	$52,500	--
YouTube	YouTube video viewers in Wyoming	2,889,218	1,612,990	$21,806	$0.01
Spectrum Reach	TV audience in Wyoming	891,808	856,373	$31,700	$0.04
Total		**6,917,622**	**5,546,186**	**$206,006**	

* Impressions delivered were not available from Sling TV at the time of writing this report. However, in the contract with the CSP, Sling TV indicated the number of impressions it estimated to deliver. Here, we reported the estimated number of impressions to be delivered for Sling TV to substitute the number of impressions delivered.

Source: Hulu, Sling TV, YouTube, and Spectrum Reach

Analysis

Hulu, Sling TV, YouTube, and Spectrum Reach delivered millions of impressions and completed views. On Hulu and Spectrum Reach, more than 90% of the videos were played through to the end. For YouTube, 56% of the videos were either played through to the end or prompted an action (e.g., a click or a swipe on the video ad) from the viewer. Although some audience members likely saw the same ads multiple times, Intervention III generated 5,546,186 completed views from all streaming platforms, excluding views from Sling TV. YouTube delivered video ads at a lower cost than the other streaming services. Many Wyoming residents might have watched TV or used streaming services such as Hulu and YouTube more often because the pandemic was keeping them at home.

HOW MANY IMPRESSIONS DID INTERVENTION III ADVERTISING ON NON-STREAMING PLATFORMS AND WEBSITES DELIVER?

The CSP ran three display advertisements on popular websites via Spectrum Reach, two display ads via Google Ads, three display ads on Facebook, and three display ads on Cap City News. Table 5 presents the findings for these platforms.

TABLE 5: IMPRESSIONS AND CLICKS OF DISPLAY ADVERTISEMENTS

Platform	Target Audience	Impressions Delivered	Clicks	Click through rate (CTR)	Cost	Cost per impression	Cost per click
Spectrum Reach	Wyomingites within these demographics: ages 25-54, household income $0-$100,000, education less than graduate-level education, and interest in specific areas (family, financial assistance & grants, news, and weather)	3,375,043	4,387	0.13%	$23,400	$0.01	$5.33
Google Ads	Wyomingites searching on Google Search and Maps and visiting Google Ads partner websites	17,792	3,926	22.07%	$3,156	$0.18	$0.80
Facebook*	Wyoming adult users of Facebook and its family of apps	164,976	4,756	2.88%	$4,899	$0.03	$1.03
Cap City News	Visitors to the Cap City News website	47,118	96	0.20%	$3,000	$0.06	$31.25
Total		3,604,929	13,165		$34,455		

* Facebook provides information on reach, not impressions and defines reach as "the number of people who saw an ad at least once" (Facebook, 2020).

Source: Spectrum Reach, Google Ads, Facebook, and Cap City News

Analysis

The CSP spent more on Spectrum Reach than on Google Ads or Facebook, and Spectrum Reach delivered more than 3,000,000 impressions and 4,387 clicks with the lowest cost per impression, but with a higher cost per click ($5.33) than Google Ads and Facebook ($0.80 and $1.03, respectively). However, the ads on Facebook received more clicks and had higher click-through rates than the ads distributed via Spectrum Reach. The number of impressions from all platforms totaled 3,604,929 impressions, and the number of clicks from all platforms totaled 13,165.

Visits to the CSP Website

DID THE ADS INFLUENCE POTENTIALLY ELIGIBLE CLIENTS TO VISIT THE CSP WEBSITE?

The CSP website had a surge of new visitors during the months the CSP ran Intervention III (February 15, 2020 to May 15, 2020). As seen in Figure 6, this surge was larger than the one the

CSP website experienced during Intervention II (August 1, 2019 to October 31, 2019). During Intervention III, 24,187 new visitors arrived on the CSP website.

Figure 6: New Visitors to the CSP Website

The number of new visitors, by month
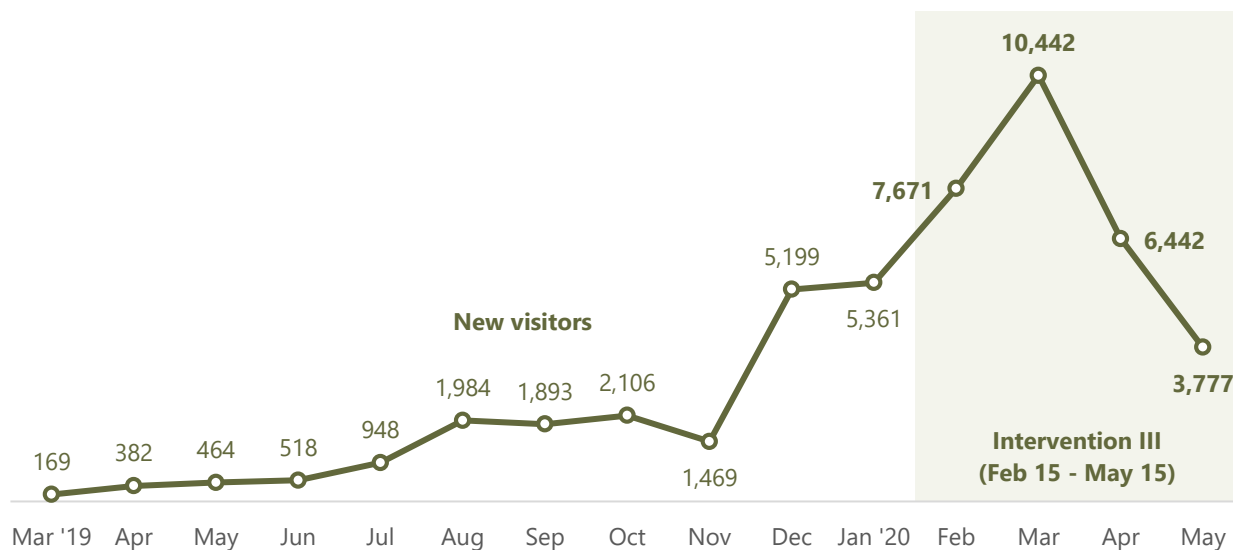
Source: Google Analytics on Wyoming Child Support Program website

The evaluators also investigated the surge between December 2019 and January 2020 (see Figure 6) because the CSP had no digital marketing efforts during these two months. The evaluators found that new visitors who came to the CSP website via direct traffic showed an unusual and unexpected visiting pattern observed in Google Analytics for roughly four months from late November 2019 through the end of March 2020 (Figure 7.A). Specifically, a surge of new visitors from direct traffic began around the end of November 2019 and plateaued through early February 2020. A second surge from direct traffic began in February 2020 and ran through March. Then, in April 2020, new visits from direct traffic unexpectedly dropped to the level seen prior to December 2019 while Intervention III was still in effect. These new visits from direct traffic showed unusually high bounce rates ranging roughly from 80% to 100% and a sudden drop near the end of February 2020 (Figure 7.B). In lay terms, a bounce rate is the percentage of single-page visits in which visitors exited the page on which they landed without interacting with its page content or going to another page on a website.[4] On average, new visitors from

---

[4] "A bounce is a single-page session on your site. … Bounce rate is single-page sessions divided by all sessions, or the percentage of all sessions on your site in which users viewed only a single page and triggered only a single request to the Analytics server" (https://support.google.com/analytics/answer/1009409). For more detail about bounce rate, see also https://support.google.com/analytics/answer/2525491.

direct traffic had a bounce rate of 38% between August 1, 2019, and November 30, 2020, a bounce rate of 83% between December 1, 2019, and March 31, 2020, and a bounce rate of 41% between April 1, 2020, and May 31, 2020.

An internal investigation by the marketing team found that the unusual and unexpected visiting pattern was a reaction to the office kiosks that had been added to the local CSP offices. These kiosks are self-service public computers that allow clients to access the CSP website and the Self-Service Portal so that they can apply for CSP services or manage their account information if they are existing clients. The kiosks kept refreshing the homepage of the CSP website, which Google Analytics recorded as a bounce. In March 2020, the marketing team excluded the IP address of the kiosks to stop them from being recorded in Google Analytics. A technical issue with the website software caused the sudden drop of the bounce rate near the end of February.

Figure 8 shows the monthly number of new visits excluding those from direct traffic as a comparison to Figure 6, which includes new visits from direct traffic. Excluding those who came via direct traffic, 13,714 new visitors arrived on the CSP website between February 15, 2020, and May 15, 2020.

Figure 7: New Visits to the CSP Website from Direct Traffic

The daily number and daily bounce rate of new visitors

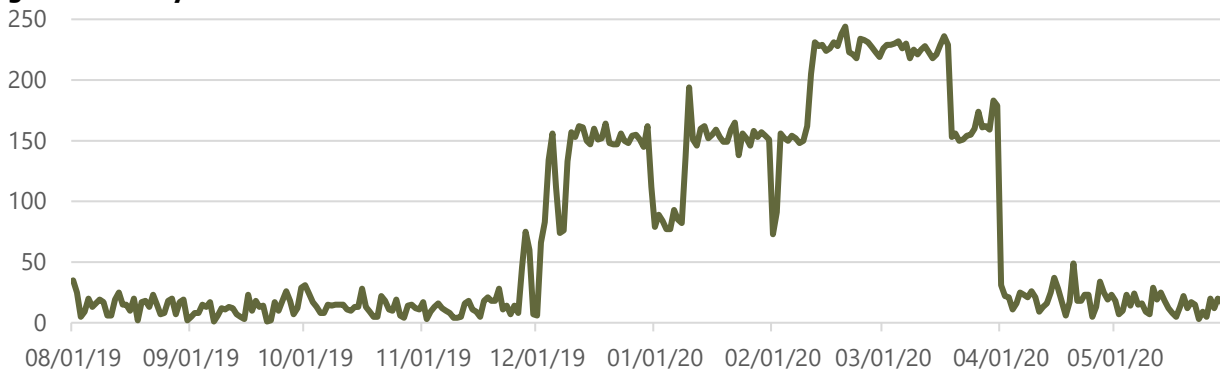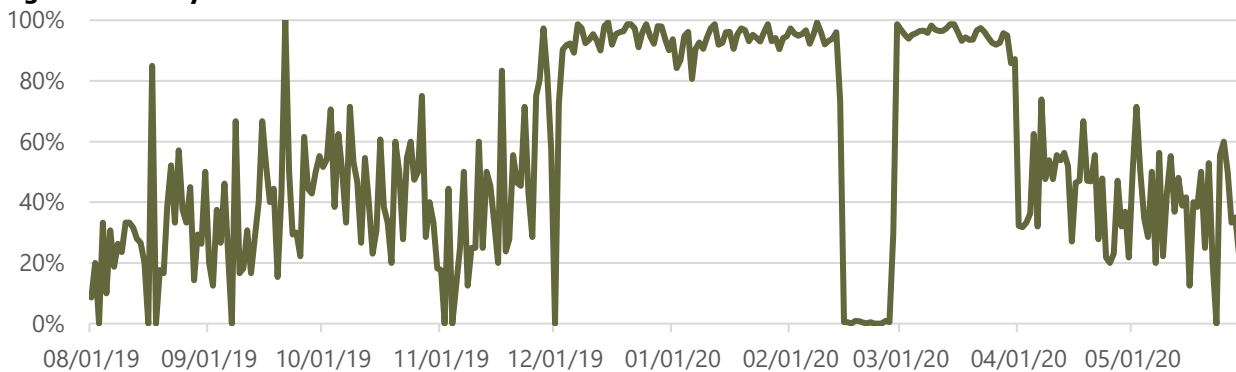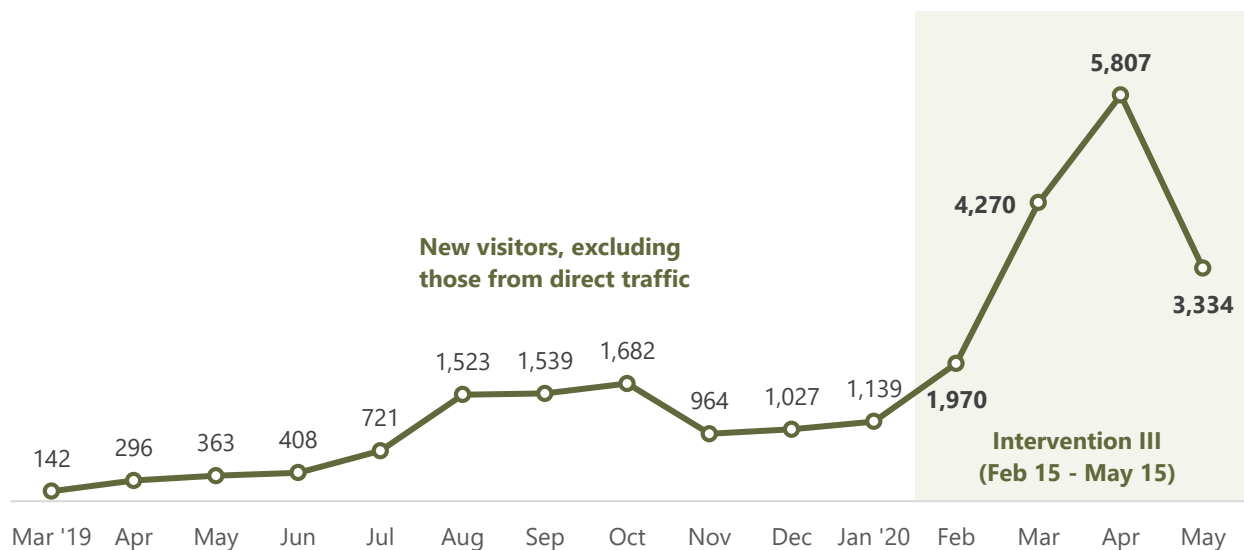**Figure 7.A: Daily New Visits from Direct Traffic**

Figure 7.B: Daily Bounce Rate of New Visits from Direct Traffic

Source: Google Analytics on Wyoming Child Support Program website

Figure 8: New Visitors to the CSP Website, Excluding Direct Traffic

The number of new visitors, by month

New visitors, excluding those from direct traffic

5,807
4,270
3,334
1,970
1,682
1,539
1,523
1,139
1,027
964
721
408
363
296
142

Intervention III
(Feb 15 - May 15)

Mar '19 Apr May Jun Jul Aug Sep Oct Nov Dec Jan '20 Feb Mar Apr May

Table 6 shows traffic sources the 13,714 new visitors (excluding those who came via direct traffic) used to arrive on the homepage between February 15,2020, and May 15, 2020. The ads promoted the homepage of the CSP website by showing its address in the ads or including it as a clickable link. Organic search results were the most popular traffic source (38%); Google Search was the most popular search engine (90%). Of those arriving from organic search results, 26% landed on the homepage, although the evaluators cannot determine how many of them first viewed the Intervention III digital ads. The display ads distributed by Spectrum Reach brought 28% of new visitors to the homepage. The referrals from other websites brought 17% of new visitors to the website. Of the 2,265 new visitors who arrived via referrals from other sites, most came from Facebook (49%, including five from Instagram) and the Self-Service Portal site (41%).[5] Most of the referrals (69%) arrived on the homepage. Google Ads (including link clicks from YouTube) also brought 16% of new visitors, and 80% of them landed on the homepage. A relatively small number of new visitors (2%) came from other traffic sources including, but not limited to, some of the Intervention III ads on Hulu and Cap City News.

Table 6: Visitors on the CSP Website from Digital Ads

The percentage of new visitors, excluding those via direct traffic, by traffic source

Traffic Source	New Visitors	% of Total New Visitors	Landed on Homepage	% of Total New Visitors Who Landed on Homepage
Organic search results	5,156	38%	1,352	26%
Display ads (Spectrum Reach)	3,878	28%	3,878	100%
Referrals from other sites (e.g., Facebook, Self-Service Portal)	2,265	17%	1,557	69%
Google Ads	2,205	16%	1,767	80%
Other (e.g., Hulu, Cap City News)	210	2%	99	47%
Total	13,714	100%	8,653	63%

Analysis

According to Google Analytics, the CSP website had a surge of new visitors beginning in February 2020 (Intervention III started on February 15, 2020) and peaking in April 2020

---

[5] Referrals from the CSP's Self-Service Portal site might have included new visitors from organic search results who meant to visit the CSP website. These visitors may be included because the Self-Service Portal site ranks high in organic search results when individuals search relevant child support-related keywords (e.g., "Wyoming child support") on search engines such as Google Search.

(Intervention III ended on May 15, 2020). Organic search results were the most popular way to arrive on the CSP website, but we could not determine whether these visitors arrived on the site because they first had seen the Intervention III ads. Some visitors likely viewed the video ads, which did not generally provide a clickable link to the CSP website. The display ads distributed via Spectrum Reach, Facebook, and Google Ads brought new visitors to the CSP website through their link clicks. A surge of new visitors to the CSP website between February and May 2020 coincided with Intervention III, with most landing on the homepage, likely because the homepage was linked in the ads. The CSP cannot, however, determine if the change in the number of new visits to the CSP website were a result COVID-19.

Awareness of and Attitude toward the CSP

Evaluators used data from questions on the online survey to evaluate whether the Intervention III marketing campaign had improved potentially eligible clients' awareness of and attitude toward the CSP. A total of 282 adults responded to the survey, more than the project team initially anticipated. The first two questions of the survey were screener questions. The rest of the questions were optional. The first question (Q1) asked respondents whether they were 18 or over. The survey directed those who said "no" (self-identified minors) to the exit page of the survey. Those who responded "yes" to this question received the second question (Q2) which asked whether they had seen one or more CSP advertisements in 2020 (the only advertisements the CSP distributed in 2020 were the digital advertisements of Intervention III). Of the 282 respondents, almost half (47%, or 133 respondents) reported seeing the ads while 53% (149 respondents) reported not seeing the ads. Those who had seen the ads were asked their opinion of the CSP and then their opinions of the CSP website. Those who had not seen the ads were only asked about the website. Most (80%) respondents were custodial parents/guardians. Other respondents included non-custodial parents/guardians (14%), attorneys (1%), grandparents/other relatives (1%), or other (4%). Evaluators excluded blank responses from the analysis.

DID POTENTIALLY ELIGIBLE CSP CLIENTS WHO SAW THE ADS REPORT AN INCREASED AWARENESS OF AND IMPROVED ATTITUDES TOWARD THE CSP?

The online survey asked the respondents who had seen the ads four follow-up questions about their attitude toward the CSP:
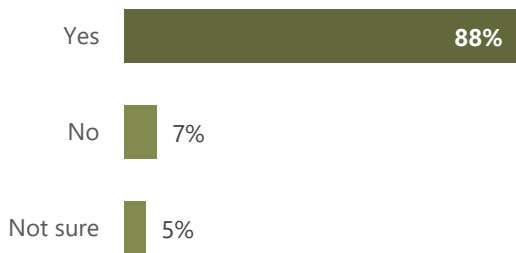
- Prior to viewing Wyoming Child Support Program advertising, were you aware of the Wyoming Child Support Program?
- How much do you agree or disagree with each of the following statements?
    - Based on the advertising I saw, I think the Wyoming Child Support Program can save me time.

- o Based on the advertising I saw, I think the Wyoming Child Support Program can save me money.
- o Based on the advertising I saw, I think Wyoming Child Support Program is a place I can go for help.

Figures 9, 10, 11, and 12 show the results for these questions.

Figure 9: Most Respondents Who Saw the Ads Were Already Aware of the CSP before Seeing the Ads

Prior to viewing Wyoming Child Support Program advertising, were you aware of the Wyoming Child Support Program?
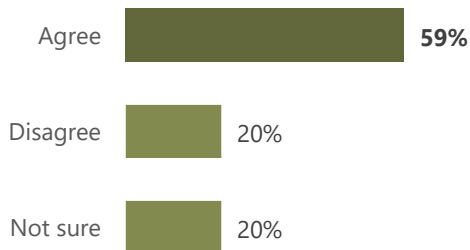
Yes	**88%**
No	7%
Not sure	5%

Note: n = 125.

Source: CSP Intervention III online survey

Figure 10: Most Respondents Who Saw the Ads Think CSP Can Save Them Time

Based on the advertising I saw, I think the Wyoming Child Support Program can save me time.

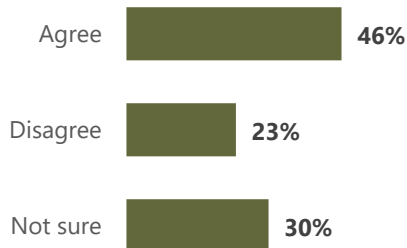|	
Agree	**59%**
Disagree	20%
Not sure	20%

Note: n = 118. "Agree" and "Strongly agree" were combined and "Disagree" and "Strongly disagree" were combined in this figure.

Source: CSP Intervention III online survey

Figure 11: Almost Half of Respondents Who Saw the Ads Think CSP Can Save Them Money, But Many Disagree or Are Not Sure

Based on the advertising I saw, I think the Wyoming Child Support Program can save me money.

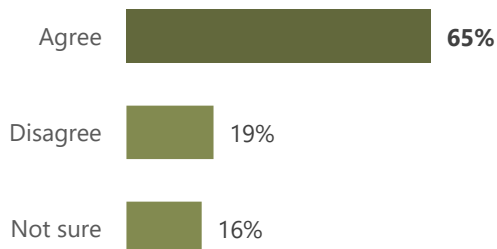|	
Agree	46%
Disagree	23%
Not sure	30%

Note: n = 115. "Agree" and "Strongly agree" were combined and "Disagree" and "Strongly disagree" were combined in this figure.

Source: CSP Intervention III online survey

Figure 12: Most Respondents Who Saw the Ads Think CSP Is a Place They Can Go for Help

Based on the advertising I saw, I think Wyoming Child Support Program is a place I can go for help.

Agree	65%
Disagree	19%
Not sure	16%

Note: n = 118. "Agree" and "Strongly agree" were combined and "Disagree" and "Strongly disagree" were combined in this figure.

Source: CSP Intervention III online survey

Analysis

The digital media advertising campaigns in Interventions I, II, and III were designed to increase awareness of and improve attitudes toward the CSP. Almost half of the respondents had seen ads promoting positive views of the CSP. We do not know if they are representative of potentially eligible clients at large. Most respondents who saw the ads agreed that the CSP could save them time: either the messaging about saving time was successful or the respondents' prior experiences with the CSP had shown them that the CSP could save them

time. Although a number of respondents who saw the ads agreed that the CSP could save them money (46%), more than half of the respondents thought the CSP could not save them money or were not sure whether the CSP could save them money. Most respondents who saw the ads agreed they could go to the CSP for help, although more than a third (35%) did not believe they could go to the CSP for help. Because the evaluation did not assess visitors' attitudes before they saw the ads, we cannot conclusively determine whether the ads improved of visitors' attitudes toward the CSP.

## HOW USEFUL WAS THE CSP WEBSITE FOR VISITORS TO LEARN ABOUT THE CSP?

The online survey asked all respondents, regardless of whether they had seen the ads, two questions about the usefulness of the CSP website:

- How easy or difficult was the Wyoming Child Support Program website for you to use?
- Did you learn something about the Wyoming Child Support Program from your visit to the website today?

Figures 13 and 14 show the results for these questions.

FIGURE 13: MOST RESPONDENTS FOUND THE CSP WEBSITE EASY TO USE

How easy or difficult was the Wyoming Child Support Program website for you to use?
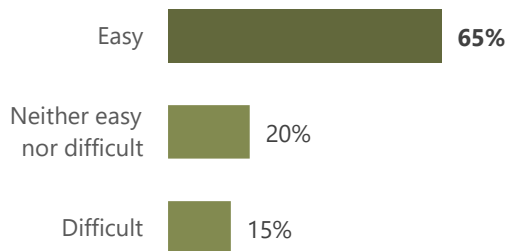

Note: n = 266. "Somewhat easy" and "Very easy" were combined and "Somewhat difficult" and "Very difficult" were combined in this figure.

Source: CSP Intervention III online survey

FIGURE 14: MOST RESPONDENTS DID NOT LEARN SOMETHING ABOUT CSP FROM THEIR WEBSITE VISIT

*Did you learn something about the Wyoming Child Support Program
from your visit to the website today?*

Did not learn — **63%**
Learned something — 25%
Not sure — 12%
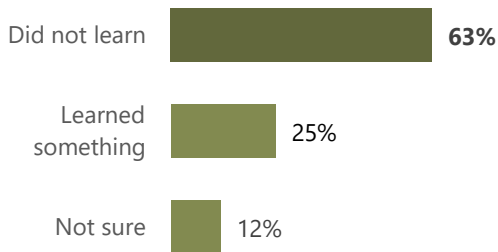
Note: n = 258.
Source: CSP Intervention III online survey

Analysis

The CSP website is easy to use for most respondents. However, the website still has some room for improvement as 15% of respondents found it difficult to use. Although 63% of respondents reported not learning something about the CSP from their website visit, most (88%) of those who saw the ads were already aware of the CSP, and those who did not see the ads but visited the CSP website were likely already aware of the CSP. Because some respondents arrived on the online survey via the Self-Service Portal site, they may have been thinking of the portal rather than the CSP website when providing their responses.

Online Applications Submitted

DID THE NUMBER OF ONLINE APPLICATIONS RISE DURING INTERVENTION III? IF YES, DID THIS RISE IN ONLINE APPLICATIONS ACCELERATE FROM THE TRENDING RISE IN ONLINE APPLICATIONS SINCE JULY 2018?

Evaluators counted the number of first-time applicants in the online (E-543) application log because we assumed applicants with multiple applications were already aware of the Wyoming CSP and were not influenced by the CSP's digital marketing efforts. Figure 15 shows the monthly number of first-time applications received by the Wyoming CSP via online application (E-543) between July 2018 and May 2020 as well as the three-month moving average (the bold green line). The earliest application in the log was dated July 24, 2018. The CSP received 301 applications via online application between February 15, 2020, and May 15, 2020.

Figure 15: New Online (E-543) Applications Rose More Rapidly during Intervention III than during Previous Months

The number of first-time online applications by month, July 2018 – May 2020
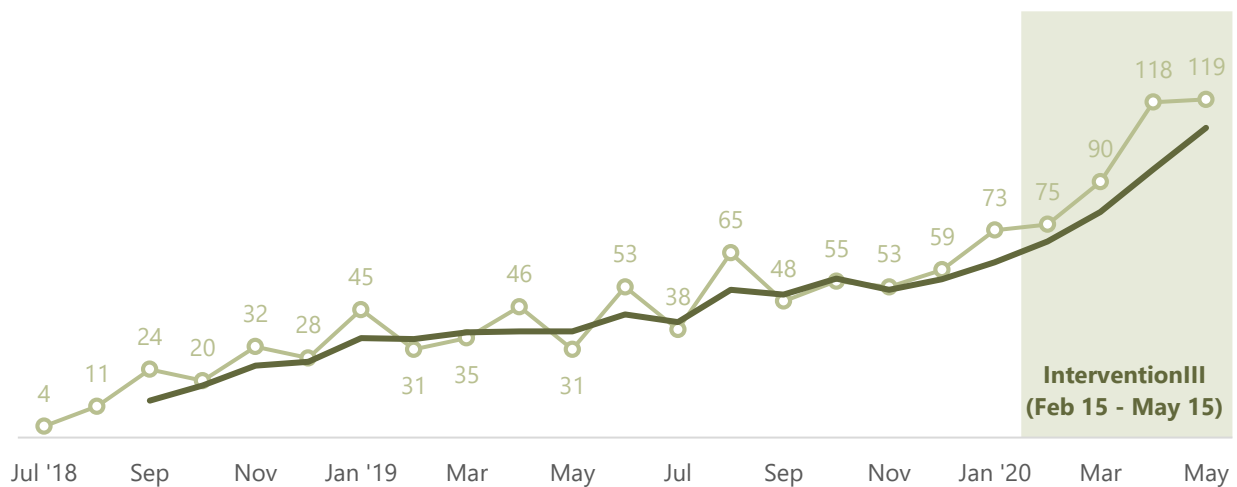
Source: Wyoming Child Support Program online (E-543) application log.

Analysis

The data show that the number of first-time online applicants rose gradually between July 2018 and February 2020, the month that Intervention III started. Online applications during Intervention III accelerated this gradual rise. The CSP cannot, however, directly determine how much, if any, change in the number of online applications resulted from Intervention III because of our uncertainty about the impact of the COVID-19 pandemic on applications and because we did not use a pre/post-test design.

Project Improvement

An evaluator interviewed six of seven project team members and used constant comparative analysis to identify and summarize predominant themes. The 12 interview questions were crafted to illicit responses to inform the evaluation and the LI² quality improvement process.

WHAT DID THE PROJECT TEAM LEARN FROM INTERVENTION III THAT CAN POSITIVELY INFLUENCE THEIR CONTINUING WORK PROTOCOLS AND COMMUNICATION PROCESSES?

Interviewers asked team members about their role in Intervention III, satisfaction with Intervention III team processes, and the identification of group processes that facilitated program implementation.

- Responses from the project team identified the following key finding about group processes: Group processes remained strong because of trust, effective communication, frequent meetings, and the diversity of team members' skills.
- Previous, established work relationships among team members reinforced effective group process.

Overall, project team members believed they had continued to practice the same effective group process skills that had served them through the three interventions of the Digital Marketing grant. Specifically, team members cited effective communication, efficient delegation of work tasks and adherence to project deadlines as team strengths. Project team members also described the importance of trust in their team relationships. The CSP team had worked previously with the marketing team and trusted their expertise. Further, all project team members trusted each other to complete tasks competently and on time.

WHAT DID THE PROJECT TEAM LEARN FROM INTERVENTION III THAT CAN INFLUENCE THEIR FUTURE MARKETING?

Interviews asked the team members about program successes and their recommendations for future marketing and outreach efforts.

- The team thought Hulu, YouTube, and Google Ads were the most successful digital marketing platforms. They thought Yelp ads were the least effective because (1) as a government agency CPS was not able to upgrade its site for optimum marketing potential, and (2) Yelp is not commonly used in Wyoming's rural and frontier communities.
- The team will not use Sling TV for future marketing efforts because in Wyoming there are few Sling users and Sling did not provide viewing data.
- The team recommended other grantees experiment with online marketing strategies they might not be able to afford without additional funding and include marketing professionals on their project teams.

Analysis

Project team members attributed the increase in viewers of the CSP TV streaming ads to the large number of Wyoming residents in quarantine during the early period of the COVID- 19 pandemic. Nielsen viewing data supports their hypothesis. Nielsen reported increased TV viewing in the U.S. markets in March and April 2020 in comparison to the same months in 2019 (Koblin, 2020). During the interviews, marketing team members discussed the superior performance of Hulu, YouTube, and Google and the sub-par performance of Yelp.

Even if the project team members had not received periodic updates on the performance of the marketing campaign, they knew from their own viewing experience and from reports from family, friends, and neighbors that the ads were being seen. In a state with 560,000 residents, a

media campaign that delivered more than 5.5 million completed views was noticed and the project team had heard about it.

Project team members were pleased with the results of the TV streaming platforms. They thought the approach was both novel and effective and some suggested that other grantees would benefit from using targeting streaming in their marketing effort.

Lessons Learned and Next Steps

The evaluators presented qualitative interview data and the quantitative data from the CSP's administrative data and Google Analytics data to the project team in a Learn, Innovate, Improve (LI²) quality improvement session following the completion of Intervention III. During this session, the project team and the evaluators identified lessons learned and next steps.

Lessons Learned

Hulu was an effective but expensive marketing platform. YouTube was also an effective marketing platform, and it was less expensive.

Hulu proved an effective platform for delivering CSP marketing. Hulu delivered 3,136,596 impressions and 3,076,823 completed views. Hulu was expensive ($.03 per view) in comparison to YouTube ($.01 per view).

Yelp and Sling were not effective marketing platforms for CSP marketing.

The project team concluded that Yelp and Sling were ineffective means of marketing service for the CSP because Sling TV has roughly 5,000 users in Wyoming. According to project team members, Yelp is not as frequently used in rural and pioneer communities as in urban areas, and it does not allow government agencies to upgrade their accounts. The CSP initially purchased an upgrade to its Yelp page so it could customize it. However, because the CSP is a government agency, Yelp could not allow further upgrades, so the CSP did not further invest in Yelp.

Placement of the survey link on the Self-Service Portal site may have skewed data related to website usability.

When analyzing the results of the online survey, the evaluators noticed that some of the responses seemed to pertain to the Self-Service Portal site rather than to the general CSP website. For example, there were many responses about account details, payment history, and

personal identification numbers. Project team members agreed that these questions were more likely to be about the Self-Service Portal than about the website. If the evaluators had anticipated this possibility, they would have expressly asked about the website.

The online survey can effectively collect anonymous feedback from website visitors.

The online survey provided an opportunity to solicit anonymous user feedback.

Grant funding allowed the project team to be bold with its marketing efforts.

Project team members suggested in interviews and during the LI^2 session that grant funding allowed them to explore new marketing strategies because it provided additional financial resources and freed up others. The Digital Marketing grant permitted the team to take risks and try new approaches. One risk the project team took was to try marketing on streaming services they previously could not afford. Marketing on two of these platforms, Hulu and YouTube, proved highly effective.

Effective communication and established work protocols led to effective implementation of Intervention III.

The project team found the communication and work processes they used to plan, promote, and direct marketing efforts effective. These processes included frequent regularly scheduled meetings; clearly defined work assignments; and communicating through phone calls, texting, and emails.

Next Steps

Use Hulu for large, targeted marketing campaigns.

The Digital Marketing grant allowed the project team to test the effectiveness of digital marketing. Although expensive, Hulu proved an effective means for delivering the CSP messages. The project team cannot afford to use Hulu for ongoing advertising, but they will use it for time-limited and targeted campaigns in the future.

The project team will continue to use streaming services.

Because YouTube and Google Ads are economical, have a broad reach, and effectively delivered the CSP messaging, the project team will continue to use them for marketing efforts.

The project team will not use Yelp or Sling TV for future CSP marketing.

The Digital Marketing grant allowed the project team to experiment with several media platforms. The project team will not use Yelp and Sling TV for digital marketing because of their limited reach in Wyoming.

Use an online survey for feedback on what works and does not work for CSP website users.

Because the online survey provided valuable feedback on whether website visitors saw ads, the usability of the website, and clients experience with the CSP, the project team may use online surveys periodically to solicit user feedback.

Online survey links will not be placed on the Self-Service Portal site unless the feedback sought is specifically about the portal.

Future online surveys assessing the effectiveness of the CSP website will not have survey links placed on the Self-Service Portal.

Moving forward, the team will remember what they learned from being bold.

Because of the positive results of the project team's web TV marketing experiment, they will try other novel marketing strategies when resources are available.

Continue positive team processes.

Team processes that were effective during the grant's three interventions will be sustained beyond the project's funding period. Effective processes include multimodal communication, frequent group meetings, specific task assignments, and inclusion of members with diverse skills.

References

Alhlou, F., Asif, S., & Fettman, E. (2016). *Google Analytics breakthrough: From zero to business impact*. Hoboken, NJ: John Wiley & Sons, Inc.

Cap City Staff. (2020, May 15). The ease of applying. *Cap City News*. Retrieved from https://capcity.news/promoted/2020/05/15/the-ease-of-applying/

Dish Network. (2020). Sling TV: Keep your brand top of mind in today's converging TV and digital age. Retrieved from https://media.dish.com/solutions/sling/

Facebook. (2020). Business help center: Reach. Retrieved from https://www.facebook.com/business/help/710746785663278

Feighery, M. (2020, May 27). Wyoming's unemployment rate more than doubled in April. Wyoming Public Media. Retrieved from https://www.wyomingpublicmedia.org/post/wyomings-unemployment-rate-more-doubled-april#stream/0

Gamroth, K. (2020, May 14). Easing the financial fight. *Cap City New*. Retrieved from https://capcity.news/latest-news/2020/05/14/easing-the-financial-fight/

Google Ads. (n.d.). Discover how to use Google Ads to reach your goals. Retrieved from https://ads.google.com/home/how-it-works/

Hulu. (2020a). Ads on Hulu. Retrieved from https://help.hulu.com/s/article/ads-on-hulu/

Hulu. (2020b). Video Commercial. Retrieved from https://advertising.hulu.com/ad-products/video-commercial/

Koblin, J. (2020, April 30). Lockdown TV: Netflix dominates, news surges and Bea Arthur is still golden. *New York Times*. Retrieved November 2, 2020, from https://www.nytimes.com/2020/04/30/business/media/coronavirus-television-netflix-ratings.html

Roedel, J. (2020, May 13). Child support and graduation – What now?. *Cap City News*. Retrieved from https://capcity.news/promoted/2020/05/13/child-support-and-graduation-what-now/

Spangler, T. (2019, May 29). Hulu says 70% of its 82 million viewers are on ad-supported plan. *Variety*. Retrieved from https://variety.com/2019/digital/news/hulu-ad-supported-subscribers-70-percent-1203227954/

Spectrum Reach. (2019). Have the best of both world: Your guide to capturing more viewers with TV and OTT. Retrieved from https://go2.spectrumreach.com/sr19_ott_ext-whitepaper available for download from https://www.spectrumreach.com/articles/newsflash-tv-and-ott-can-coexist-advertisers

U.S. Bureau of Labor Statistics. (2020). Wyoming economy at a glance. Retrieved from https://www.bls.gov/regions/mountain-plains/wyoming.htm

YouTube. (2020a). About video ad formats. Retrieved from https://support.google.com/google-ads/answer/2375464?hl=en

YouTube. (2020b). About video ad metrics and reporting. Retrieved from https://support.google.com/google-ads/answer/2375431