



La Courte Oreilles Child Support Program Digital Marketing Project

Evaluation Report

Intervention #1

New Website and Search Engine Optimization

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Cover Page

Evaluation Report Intervention #1

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Executive Summary

The Lac Courte Oreilles Child Support Program (LCO-CSP) is participating in an Office of Child Support Enforcement (OCSE) grant project to explore the impact of using digital marketing to increase child support enrollment and more effectively reach families. The project includes three time-bound marketing interventions. The Center for Policy Research (CPR) was retained by LCO-CSP to evaluate its digital marketing project and this report is a review of the results of LCO-CSP's first intervention (April 1 – June 30, 2019): Creating a new website and improving search engine optimization. The primary objective of the first intervention was to attract 100 users to the new website, a modest goal based on the previous website's lack of users.

In a separate initiative, LCO-CSP launched a new web-based client portal, System for Keeping Everyone Informed (SKEI) which provides online child support case information access to existing clients. The launch of the SKEI occurred simultaneously with the development of the new website. Since a self-serve online portal supports the goal of more effectively reaching families, the use of the portal has been integrated into the digital marketing project. A secondary objective of this intervention was added during the planning phase of grant implementation to incorporate portal enrollments into the overall digital marketing grant. The new objective was to enroll 10% of clients that requested a portal enrollment security token in the client portal.

Prior to this intervention, LCO-CSP did not have a functional web presence. A page devoted to CSP within the larger Lac Courte Oreilles (LCO) tribal website was not accessed by current or potential clients. As the first of three interventions in this project, the new website was intended to lay a powerful foundation for the next two interventions. Together, the three interventions are expected to fundamentally change and improve the way LCO-CSP approaches digital marketing and communication by bringing current clients and potential clients to one consolidated digital location so LCO-CSP is better able to serve them by making the program information available and opening up more lines of communication with program staff.

LCO-CSP engaged Superior Marketing to develop and implement the digital marketing interventions, including the design and rollout of the new website and search engine optimization. Together, LCO-CSP and Superior Marketing created an accessible and engaging website that launched on April 1, 2019. The website provides clear direction for navigating the site, understanding the child support application process, and multiple opportunities for interactivity between viewers and LCO-CSP, including a chat function, and appointment scheduling.

LCO-CSP's new child support portal is fully integrated into the website, with the website housing the portal login and including information on how to enroll in the portal. Additionally, the website offers helpful resource information, including widely accessed local employment opportunities.

The search engine optimization efforts centered primarily on publishing blog articles with key words and concepts to increase the likelihood the LCO-CSP site would appear in local child support and related internet searches. During the intervention period there were 12 blog articles posted on the website that were amplified through related posts on LCO-CSP's Facebook page. Several of the blog articles shared information and encouraged enrollment in the online portal.

The new website attracted 994 unique users for 1,341 sessions during the intervention period, which was substantially more than the target goal of attracting 100 users. Search engine optimization efforts during this intervention may have contributed to an increase in general child support search queries that included LCO-CSP from 40 in April to 102 in June.

ALCO-CSP tracked contacts to its office prior to and during the intervention to learn more about the nature of the contacts and to explore if the new website influenced the number and type of inquiries. This analysis was intended to inform operations more than create a research finding by illustrating a simple comparison of inquiries prior to and during the intervention. An analysis of a sample of the contact log indicated the number of inquiries increased by 19%, from 151 inquiries during the baseline period (February and March 2019) to 180 during the intervention period (April and May 2019). While it would have been preferable to use the same months in a prior year as the baseline period, the previous year was prior to the grant period and the creation of the contact logs. Comparing different calendar periods introduces seasonal influences that could have contributed the difference in inquiries from the baseline to the intervention periods, so it not possible to infer that the difference in the number of inquiries was related to the intervention.

The inquiry contact logs also provided valuable information on the type of inquiries, the frequency of contacts and the role of the person making the inquiry. Most of the contacts were from non-custodial parents on the topics of case-specific (34%) or payment (28%) information. The number of inquiries on applications increased 67% from the baseline (6) to the intervention period (10). It is likely that many of the inquiries were for information that is also available through the new SKEI portal, so it could be useful to apply this information to efforts to enroll clients into the portal in the future.

Enrollment in the SKEI portal requires an existing client requesting a security token code to enroll in the portal. Nine individuals requested a token during the intervention period, representing 2% of the reorganized LCO-CSP caseload of 491 Unique Child/Sibling cases. The objective for this intervention was to enroll 10% of those individuals that requested a token in the portal, which would translate here to one person. All nine of the individuals who requested tokens completed enrollments in the portal. This objective was met during the intervention.

Overall, LCO-CSP's first intervention met its grant program objectives by attracting more than 100 users to its new website and enrolling more than 10% of individuals who requested enrollment tokens into the SKEI portal.

Background

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 the child support program more effectively reach and serve families. In September 2018, OCSE awarded funds to 14 child support agencies to test digital marketing approaches and partnerships to reach parents that could benefit from child support services, and create or improve two-way digital communication and engagement.

Problem

The Lac Courte Oreilles Child Support Program (LCO-CSP) began providing child support services in 2012. Like other tribal child support agencies, LCO-CSP's caseload is increasing, contrary to the trend among state child support agencies that are experiencing declining caseloads. LCO seeks to both inform eligible applicants of child support services available and increase two-way communication with existing clients. Towards this end, LCO-CSP is utilizing the digital marketing project to fundamentally change and improve the way LCO-CSP approaches digital marketing and communication by bringing participants and potential participants to one consolidated digital location through an updated website. This will enable LCO-CSP to better serve clients by making the program information available at their fingertips and opening more lines of communication with program staff.

According to Spyfu's (a search analytics tool), review of the previous LCO-CSP website, there were zero visitors, clicks, or searches matching the URL, www.lcochildsupportprogram.com. Recognizing the foundational role an accessible, informational and helpful website plays in marketing efforts, LCO-CSP focused its first intervention on launching a new website and enhancing search-engine optimization.

The overall digital marketing project differs from previous efforts by directly marketing the program to a wider audience, increasing engagement and communication with new and current users, increasing public relations and outreach, increasing web traffic and searchability, and providing streamlined and automated processes – thus reducing annualized outreach budgets.

Intervention

Goals

LCO-CSP's first intervention included the development of a new website and improved search engine optimization. The first objective of this intervention was to *increase the number of program website users to a minimum of 100 through improving Search Engine Optimization by the end of the first intervention period (4/1/19-6/30/19).*

In a separate initiative, LCO-CSP developed and initiated a portal for child support clients, both custodial and non-custodial parents. The portal, System Keeping Everyone Informed (SKEI), allows parents to securely access payment records and update contact information. Components of the portal functionality will be introduced over time. When fully operational in

2020, the portal will enable parents to make payments to child support and creates opportunities for LCO-CSP to communicate with clients through email. In order to use the SKEI portal, clients must request a registration “token” and then go through an electronic registration to assign a username, password and access. Tokens are distributed on a one-on-one basis by LCO-CSP staff via email, telephone or in person. Access to the SKEI portal is through the new website. An objective added after original project development for this and future interventions is to enroll clients in the SKEI portal. For Intervention 1 the second objective was to *improve two-way communication between LCO-CSP and clients by enrolling 10% of the client population that secures a token into the new SKEI portal.*

Development

LCO-CSP selected Superior Marketing to develop and implement its digital marketing project. Established in 2009, SMG is a direct-response digital marketing firm focused on Lead Generation and Sales Enablement Systems through effective and innovative strategies. Superior Marketing is led by Curtis DeCora who has been responsible for overall marketing strategy development, content design and implementation for this project. LCO-CSP convened a team to work on the project, which includes Sue Smith, LCO-CSP Director, Sunnie Bisonette, Renee Manuelito, Monica Chase and Shari Diamond. LCO-CSP selected the Center for Policy Research (CPR) to conduct the evaluation of the project. Together, this team met multiple times to hone plans for the launch of the website and align activities with evaluation efforts.

The SKEI portal was developed and is supported by Convexio, which also manages LCO-CSP’s Model Tribal System. As mentioned previously, development of the SKEI portal was initially a separate initiative that was later integrated into the digital marketing project.

Target Population

Currently LCO-CSP provides paternity establishment and child support services to families where one or more of the parties are enrolled members of the Lac Courte Oreilles Tribe or other federally recognized tribes. The target population for this intervention is individuals eligible for child support services through LCO-CSP, as well as those already engaged with LCO-CSP.

As of January 31, 2018, there were 2,431 tribal members residing within the reservation boundaries; 1912 members live off the reservation but within 120 miles of the territory, and of those, 807 reside in Sawyer County. Targeted areas included the immediate county of Sawyer and surrounding counties of Ashland, Bayfield, Price, Rusk, Barron, Douglas, Dunn, Polk and Burnett. The target audience includes tribal members in Sawyer and surrounding counties.

LCO-CSP became a comprehensive tribal child support program in 2012. The number of cases managed by LCO-CSP has grown, as is true for tribal child support agencies across the country. From 2004 to 2014, the overall tribal child support caseload increased 83%, from 27,750 in 2004 to 50,892 in 2014 (Congressional Research Service, 2016). Table 1 provides a snapshot of

information on LCO-CSP's caseloads and collections as reported to OCSE in recent years (Lac Courte Oreilles Child Support Program, n.d.):

Table 1: LCO CSP Services 2014 2018						
	2014-2015	2015-2016	2016-2017	2017-2018	Difference 14/15 to 17/18	Percent Change
Total Number of Open Cases	559	753	813	799	240	42.93%
TANF Open Cases	51	80	82	68	17	33.33%
Non-TANF Open Cases	508	673	731	731	223	43.90%
Cases open with a Support Order	433	626	694	744	311	71.82%
Total Children Needing Paternity Establishment	430	18	684	682	252	58.60%
Total Current Support Due	\$425,807	\$551,249	\$658,614	\$694,113	\$268,306	63.01%
Total Amount of Current Support Collected	\$190,856	\$231,783	\$280,307	\$287,452	\$96,596	50.61%
Percentage of Current Support Collected to Current Support Due	44.82%	42.05%	42.56%	41.41%	-3.41%	

Timeline and Intervention Description

The website was redesigned from start to finish to create an engaging and accessible site for current and potential clients, ensuring optimal load speeds, and properly tagged and optimized headers, images, and content for search terms and for mobile users. The new site was launched on April 1, 2019 and the period of examination here is the first intervention period, April 1 - June 30, 2019. Once the site was launched, a series of blog posts were published utilizing established key words in order to increase search engine optimization. The blog posts were amplified by sharing the articles on the LCO-CSP's Facebook page, which had 343 followers during the intervention period. When a viewer clicked on the blog article notice within Facebook, the viewer was redirected to the LCO-CSP website.

Table 2 provides the titles and publication dates of each blog post.

Table 2: LCO CSP Search Engine Optimization Blog Posts	
Blog Title	Published
LCO Child Support Program Launches New Website	1-Apr-19
New LCO Child Support Portal Coming Soon!	1-Apr-19
How to Apply for LCO Child Support Services	1-Apr-19
LCO Child Support Program Commonly Asked Questions	6-Apr-19
How to Use Your smiONE Tribal Child Support Card	12-Apr-19
How to Access the LCO Child Support Portal	19-Apr-19
LCO Child Support launches dedicated online portal	1-May-19
What is the 'Father Effect'?	10-May-19
What is Child Support?	24-May-19
15 Steps to Rebound from Job Loss	18-Jun-19
Connecting Families to Resources	12-Jun-18
Top 10 Tips to Positive Co-Parenting	18-Jun-19

Outcome Measures

The outcome measures for LCO-CSP's new website include metrics from Google Analytics. Google Analytics is tool provided by Google to track and analyze data on website activity, including the number of unique users, the volume of pageviews and sessions by various parameters, the path viewers take to search for and arrive at a website, and the ways viewers navigated around a website. For this intervention, data from Google Analytics was used to measure the number of users and sessions (group of website interactions a viewer engages in), pageviews, the amount of time viewers spent on a page and other metrics.

The outcome measure for registration in the SKEI portal is the number of requests for tokens to enrollment in the portal and the number of portal enrollments

Other activities have been documented to provide additional information on new enrollment and other child support related inquiries. Telephone, in-person, and online visits to LCO-CSP were tracked during the intervention with a child support staff log that records the nature of telephone, internet and walk in inquiries, which was compared to a baseline log recording in January – March 2019. While it would have been preferable to use the same months in a prior year as the baseline period, the previous year was prior to the grant period and the creation of the contact logs.

Research Question

The research questions for this evaluation are:

- 1) How did the new LCO-CSP website perform in terms of visitors, sessions, page visits, and time on site during the intervention period?
- 2) How did the new LCO-CSP website search performance change over the intervention period as measured by the number of queries that generate impressions of the website?
- 3) How many clients received tokens to enroll in the SKEI portal and what percentage of these clients followed through with enrollment?

Sample Size

The sample size or reach for this intervention is the 994 unique users to the LCO-CSP website.

Google Analytics Results

Google Analytics is a tracking feature that compiles multiple metrics related to website activity. Data on activity related to the LCO-CSP website was compiled for the intervention period of April 1 – June 30, 2019. Since the website is new, there is no baseline information that lends itself to comparison for activity during the intervention. Data available on Google Analytics are limited by a few factors, including:

- Google Analytics tracking relies on the user having Java, images and cookies enabled
- Users can exit before Google Analytics code loads

As a result of these limitations, Google Analytics is most useful for determining viewer estimates and recognizing trends among viewers.

Visits to Website

Table 3 provides a broad overview of visits to the LCO-CSP website during the intervention period using Google Analytics.

Table 3: LCO CSP Website Sessions							
Sessions	Users	Sessions per User	Pages per Session	Average Session Duration (in seconds)	Pageviews	Unique Pageviews	Average Time on Page (in seconds)
1334	994	1.33	4.24	125.77	5,689	2,068	38.78

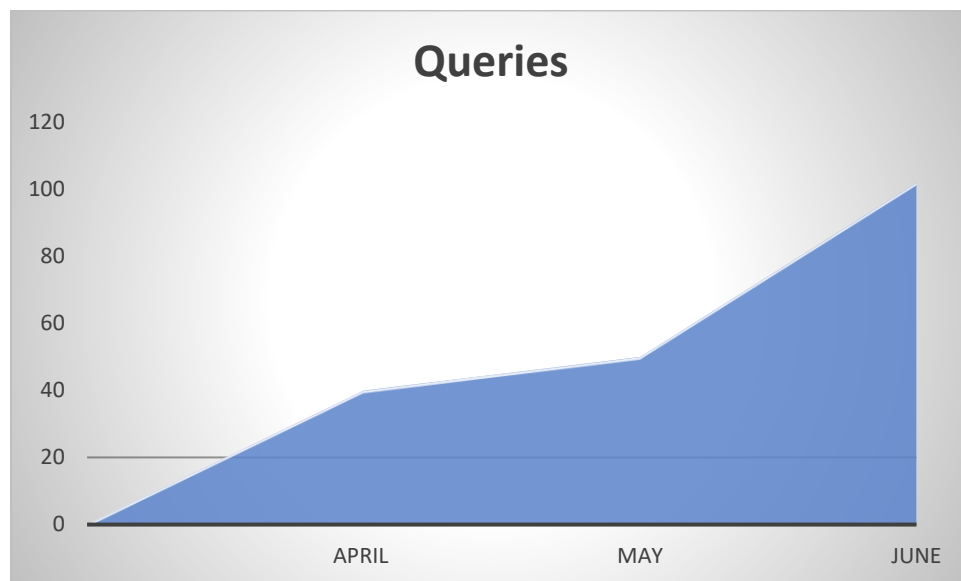
LCO-CSP's first intervention met its grant objective of driving users to the webpage. The proposed outcome was 100 users to the website and the actual result was 994 users.

Search Engine Optimization

Google Analytics provides additional information useful for measuring the performance of the search engine optimization efforts, through its Search Console. The Search Console reports on:

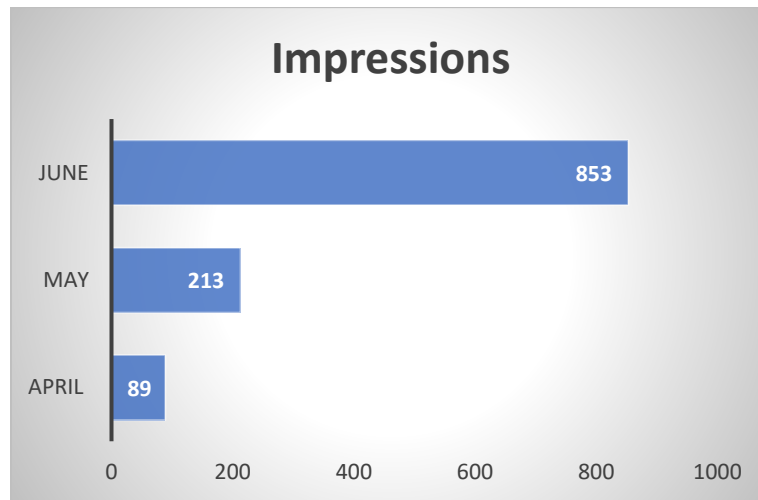
- Queries-Google search activities (terms or phrases) that generated impressions of the website URL
- Impressions-the number of times any URL from the site appeared in search results

Figure 1: Search Term Queries Generating Website Impressions



As Figure 1 shows, the number of different search queries that generated impressions of the LCO-CSP URL rose from 40 in April to 102 in June. This represents a strong increase in the variety of terms and phrases that Google associated with the LCO-CSP URL in its search engine. The increase in queries over this period suggests that LCO-CSP's strategy of utilizing blog posts to tag search terms and associate these terms with the LCO-CSP URL was likely helpful in making the site more easily findable via web search. This is further confirmed by an increase in the number of impressions (89 in April to 853 in June), or the number of times any URL from LCO-CSP's site appeared in a search (Figure 2).

Figure 2: Number of Impressions of any LSC-CSP URL in Searches



Another measure of search engine optimization from Google Analytics is a review of the channels used by viewers to reach the website. Most users and sessions came to the website through Facebook or Social channels, but 19% of users came to the site through an organic search, which search engine optimization is intended to influence. If an individual performs a search on Google for the LCO-CSP site and follows the link to the page, this would be measured as an “Organic Search”. The “Direct” source refers to those visits that went directly to a site without a referring entity. A referral is a link or click-through from one source to another (Table 4).

Table 4: Channel Used by Viewers		
Default Channel Grouping	Users	Sessions
Social	628	736
Organic Search	197	291
Direct	192	245
Referral	26	69
Total	1,043	1,341

Topical Draws to LCO-CSP Website as Indicated by Landing Page Visits

LCO-CSP engaged in a variety of activities to promote its new website to the tribal members and existing clients and through the search engine optimization efforts described above. Individuals were encouraged to visit the web page and directed to various pages from the landing page through Facebook and other means. The rate of visits to each of the identified

pages below can serve as an indicator of interest in the topic represented by the landing page (Table 5).

Table 5: Landing Page Sessions				
Landing Page	Sessions	% New Sessions	New Users	Pages / Session
Employment-opportunities.html	338	85.80%	290	3.17
Home Page	315	47.62%	150	7.59
Access-the-lco-child-support-portal.html	147	83.67%	123	2.63
Child-support-portal.html	82	69.51%	57	3.59
Lco-child-support-launches-new-website.html	58	93.10%	54	3.4
New-lco-child-support-portal-coming-soon.html	43	90.70%	39	3.07
Tribal-child-support-card.html	43	95.35%	41	3.86
Lco-child-support-launches-online-portal.html	30	93.33%	28	2.2
Debit-card.html	15	80.00%	12	2.47
Access-the-lco-child-support-portal.html?	14	92.86%	13	3.64
Apply-for-services.html	14	35.71%	5	8.07
Blog.html	13	30.77%	4	5.85
Appointment.html	12	83.33%	10	2.17
Child-support-payments.html	8	62.50%	5	5.25
Forms.html	8	37.50%	3	3.5
What-is-child-support.html	5	80.00%	4	3.2
1 to 4 Sessions on Variety of Pages	189	82.54%	156	3.03
Total	1,334	74.51%	994	3.55

The number of views to various pages within the LCO-CSP website can be summarized by topic to give further indication of those that attracted the most interest. Grouping pages with more than 10 views into categories (employment, general child support, portal, apply for services, payments and general interest) provides illustration of the most popular topics. Employment was the most viewed topic, as was general child support information and news about the portal. Interestingly, the general interest topics, which includes resources and informational topics, were the least visited pages. The content of general interest topic pages included key words important for search engine optimization and were therefore potentially useful for this purpose (Table 6).

Table 6: Pageviews by General Topic

Page and Topic		Pageviews	
Employment Opportunities			
	employment-opportunities.html	1,248	
		Total	1,248
General Child Support			
	Home page	1,090	
	forms.html	118	
	child-support-questions.html	64	
	general.html	48	
	100-dollar-giveaway.html	20	
	glossary.html	20	
	terms-of-use.html	10	
	blog.html	234	
	appointment.html	156	
	community-resources.html	96	
		Total	1,856
Portal			
	access-the-lco-child-support-portal.html	368	
	child-support-portal.html	367	
	lco-child-support-launches-new-website.html	168	
	new-lco-child-support-portal-coming-soon.html	160	
	lco-child-support-launches-online-portal.html	82	
	access-the-lco-child-support-portal.html	42	
	new-lco-child-support-portal-coming-soon-488734.html	18	
		Total	1,205
Apply for Services			
	how-to-apply-for-lco-child-support-services.html	50	
	apply-for-services.html	228	
		Total	278
Payments			
	child-support-payments.html	197	
	tribal-child-support-card.html	120	
	debit-card.html	146	
		Total	463
General Interest			
	child-resources.html	48	
	educational-opportunities.html	48	
	health-wellness.html	36	

Table 6: Pageviews by General Topic

Page and Topic		Pageviews	
	training-programs.html	36	
	what-is-child-support.html	30	
	housing-options.html	26	
	what-is-the-father-effect.html	22	
	15-steps-to-rebound-from-job-loss.html	10	
		Total	352

LCO-CSP's incorporated employment opportunities as a strategy to drive and retain viewers to the website. While employment is related to the ability to meet the obligations of paying child support, it could be perceived to be a topic somewhat ancillary to child support services. LCO-CSP's strategy to integrate employment opportunities into its website and blog postings is an interesting strategy; the high number of pageviews suggests that this was useful in driving viewers to its website.

Referring Source for Website Visits

Google Analytics provides other useful information about the behavior of viewers, such as the source or referring entity. Table 7 shows the sources and mediums of sessions for the LCO-CSP website during the intervention period (totals may differ than previously reported results as attribution of source varies by the analysis parameters).

Table 7: Top Sources and Mediums of Website Visits

Source / Medium	Users	New Users	Sessions	Pages / Session	Avg. Session (Seconds)
Facebook.com / referral	631	610	730	4.60	390.97
Direct/ (none)	192	186	245	5.03	195.19
Google / organic	178	164	273	8.37	417.68
Bing / organic	18	17	18	4.67	76.11
lcotribe.com / referral	12	8	13	7.62	178.85

The high number of users referred to LCO-CSP's website by Facebook suggests that LCO-CSP's strategy of sharing blog posts on its Facebook page was effective in driving viewers to the website. Overall, the launching of the new LCO-CSP website and the search engine optimization efforts were very successful in meeting the intervention's desired objectives.

Contact Logs

It was anticipated that the number of overall new non-assistance cases would be small and potentially difficult to associate with the digital marketing interventions. To measure other activity associated with new case applications, the LCO-CSP staff logged telephone, walk-in and other inquiries that came into the office. The staff began logging contacts in January 2019, with

January, February and March serving as a baseline to compare with contacts during the intervention period. The logging activity was not fully attended to in June and not all staff consistently logged contacts throughout the baseline and intervention periods. As a result, June logging results were eliminated and the baseline period was adjusted to exclude January, so there would be a comparable two months in both the baseline and intervention periods. Two of the staff members did log contacts consistently through both the baseline and intervention periods, so their logs were used as a sample of the overall activity for analysis. Analysis of this sample of contacts is intended to be illustrative of activity and not an actual report of all client contacts.

The number of contacts increased by 19% from 151 during the baseline period (February and March 2019) to 180 during the intervention period (April and May 2019) for a total of 331 contacts in this sample. In both periods, over 70% of the contacts were made by telephone (Table 8).

Table 8: Contact Log Source Summary						
Type of Contact	Baseline		Intervention		Total	
Walk-in	43	28.48%	44	24.44%	87	26.28%
Call	107	70.86%	136	75.56%	243	73.41%
Computer	1	0.66%	0	0.00%	1	0.30%
Total	151		180		331	

Noncustodial parents made the most inquiries during both periods (45%), followed by custodial parents (38%).

Table 9: Contact Role						
Contact Role	Baseline		Intervention		Total	
Custodial parent	60	39.74%	66	36.67%	126	38.07%
Noncustodial parent	65	43.05%	83	46.11%	148	44.71%
Grandparent	1	0.66%	5	2.78%	6	1.81%
Other guardian	6	3.97%	8	4.44%	14	4.23%
Other	15	9.93%	9	5.00%	24	7.25%
Employer	0	0.00%	6	3.33%	6	1.81%
Missing	4	2.65%	3	1.67%	7	2.11%
	151		180		331	

As shown in Table 10, most inquiries were made about currently active cases (Baseline-83%, Intervention-79%). There was an increase in inquiries about applications in process (Baseline-4, Intervention-12).

Table 10: Contact Case Status

CS Case Status	Baseline		Intervention		Total		% Difference
Current active	126	83.44%	143	79.44%	269	81.27%	13%
No case	4	2.65%	11	6.11%	15	4.53%	175%
Inactive case	3	1.99%	6	3.33%	9	2.72%	100%
Application in process	4	2.65%	12	6.67%	16	4.83%	200%
Missing	14	9.27%	8	4.44%	22	6.65%	-43%
Total	151		180		331		19.2%

Most inquiries were in relation to specific case information (Baseline-28%, Intervention-34%) or payment issues (Baseline-26%, Intervention-28%). Application information increased from 5 inquiries during the Baseline to 10 during the Intervention period (Table 11).

Table 11: Reason for Inquiry

Issue or Reason	Baseline		Intervention		Total	
Case specific info	43	28.48%	61	33.89%	104	31.42%
General info	14	9.27%	11	6.11%	25	7.55%
Payment related	40	26.49%	51	28.33%	91	27.49%
Court info	11	7.28%	11	6.11%	22	6.65%
Complaint	0	0.00%	1	0.56%	1	0.30%
Payment record request	1	0.66%	2	1.11%	3	0.91%
Case update	5	3.31%	3	1.67%	8	19.05%
Application info	6	3.97%	10	5.56%	16	4.83%
Appointment	3	1.99%	2	1.11%	5	1.51%
Paternity/genetic testing information	5	3.31%	9	5.00%	14	4.23%
Missing	23	15.23%	19	10.56%	42	12.69%
Total	151		180		331	

The subject matter of inquiries from custodial and noncustodial parents were mostly similar. Non-custodial parents were more interested in information on case specifics, while custodial parents were more interested in payment related issues, application information, and paternity/genetic testing (Table 12).

Table 12: Nature of Inquiries by Type of Custodial (CP) and Noncustodial (NCP) Parents

	CP	%	NCP	%
Case Specific Info	41	34%	59	40%
General Info	9	7%	12	8%
Payment Related	37	31%	41	28%
Court Info	10	8%	12	8%
Complaint	0	0%	1	1%
Payment Record Request	1	1%	1	1%
Case Update	4	3%	3	2%
Application Info	8	7%	4	3%
Appointment	2	2%	3	2%
Paternity/Genetic Testing Information	9	7%	5	3%
Total	121		148	

Based on the information provided, it is possible to synthesize the contacts by the individual who contacted LCO-CSP. There were 331 contacts in the sample analyzed, representing 189 unique individuals. Sixty individuals contacted LCO-CSP during only the baseline period and 79 individuals contacted LCO-CSP during only the intervention period. Fifty individuals contacted the agency during both the baseline and intervention periods (Table 13).

Table 13: Number of Inquiries by Individual

	Number of Individuals	Number of Contacts	Average Inquiries
Baseline Only	60	60	1
Intervention Only	79	114	1.4
Both Baseline and Intervention	50	157	3.1
Total	189	331	1.8
Baseline	110	151	1.4
Intervention	129	180	1.5
Total	239 (50 in common)	331	1.5

Overall, the analysis of this sample of contacts indicates there were more inquiries during the intervention period (180) than the baseline period (151) by more individuals (Intervention – 129, Baseline – 110). This is a positive indicator on increased activity that may have been influenced by digital marketing efforts.

SKEI Portal Tokens

A secondary objective of this intervention was to enroll clients into the SKEI portal. Nine individuals requested tokens during the intervention period. All the nine individuals who

requested tokens were custodial parents and each of these individuals completed enrollment in the portal. The original objective was to enroll 10% of those that requested a token, which would translate here to one person. This grant program objective was met during the intervention.

It would be helpful to update the objective related to the SKEI portal for future interventions to directly address SKEI enrollment, with a modest goal of enrolling 3-5% of the caseload during an intervention period. An enrollment percentage of those requesting tokens is an unnecessarily indirect objective, and a direct analysis of actual portal enrollment would be more useful.

Ideally, as more clients enroll and use the self-serve functions in the portal, the number of telephone and in-person inquiries would decrease. The contact logs provide valuable information on the nature of inquiries that could be useful to developing strategies for increasing enrollment in the portal. For example, the requests for enrollment tokens received during the intervention period were all from custodial parents, whereas the most inquiries recorded in the contact logs were from non-custodial parents (46% during the intervention period). Targeting non-custodial parents in future digital marketing advertisements for portal enrollment would address a need identified by the contact logs, and could therefore be a useful marketing strategy.

It was anticipated that enrollment in the portal would be a slow process and while the objective was met, it is disappointing that the amount of publicity about the portal and views to website information on the portal did not translate into more activity. There were at least seven blog and/or Facebook posts on the portal, attracting over 1200 views on the website, but this translated to only nine requests for the security tokens.

Lessons Learned

The launch of LCO-CSP's new website and SKEI portal was smoothly initiated and met LCO-CSP's modest grant objective of attracting 100 viewers to the website. The number of times LCO-CSP's website appeared in search queries and impressions increased throughout the intervention. While Facebook was the most common channel used by users to reach the website, 19% of users came to the site through an organic search, which is where the effect of search engine optimization is most relevant.

Website referral data suggests that sharing the blog posts on the LCO-CSP Facebook page was a useful strategy to drive viewers to the website; Facebook referrals accounted for 60% of users. LCO-CSP's Facebook page has 355 followers and with a wider viewership, it might have been possible to drive even more users to the website.

LCO-CSP maintained contact logs, which tracked inquiries, information that is useful to understanding the volume of contacts, the nature of inquiries, and the role of the person who contacts the agency. The overall number of contacts increased from the baseline period to the

intervention period, as did inquiries about applying for child support and the application process, which could suggest the new website had a positive impact on contact activity.

LCO-CSP accurately anticipated enrollment of clients into the new SKEI portal would take some time and set its portal objective accordingly. While the objective was met, it remains a challenge to prompt clients to request the security token necessary for enrollment, despite repeated efforts to promote the portal. The information provided by the contact logs may provide insight on potential need and marketing efforts to further enroll clients in the portal. For example, the individuals who requested security tokens were all custodial parents, whereas most individuals who contacted LCO-CSP were non-custodial parents, often requesting information that could potentially be available through the portal.

Familiarity and understanding of the LCO-CSP caseload and the nature of inquiries can be helpful in recognizing and responding to changes as well as targeting messages to selected groups. LCO-CSP's blog posts have largely been general in nature, directed to the overall caseload and potential clients. This approach seemed to drive visitors to the website. Taking action to apply for child support or request a token and enroll in the portal may require more compelling motivation than viewing a webpage. It might be productive to segment the caseload and direct specific messaging to activate a more complex call to action. The analysis of the contact logs is valuable in understanding the nature of inquiries and may be useful to encouraging various subgroups of the caseload to enroll in the portal or apply for services. Of particular interest is that non-custodial parents made the most inquiries to the office, and most of the inquiries were related to information that is available through the portal. This type of information can be useful for targeting future advertising messaging.

Recommendations

LCO-CSP accomplished a great deal in its first digital marketing intervention. Future interventions may benefit from increased focus, including targeted messaging and mediums, based on the analysis of metrics produced by the first intervention and understanding of the overall LCO-CSP caseload. Suggestions include:

1. Continue to utilize employment opportunities to draw viewers to the website and leverage the views for further engagement with the website and LCO-CSP overall.
2. The blog posts that were amplified through Facebook may have been effective in bringing people to the website and enhancing search performance and should be continued. Posts that described services and practical matters like payments appeared to be of more interest than general interest or parenting articles, so future posts should focus on services and practical issues
3. Given the high percentage of visitors referred to the website from Facebook, it would be helpful to find ways to expand LCO-CSP's Facebook following beyond the 361 individuals who follow the LCO-CSP page. The second digital marketing intervention will include

Facebook advertisements, which will expand the audience, but other mediums within the LCO Tribal Government may also be useful to explore. For example, the LCO Tribal Facebook page has 3209 followers, which is almost ten times the number of followers than the LCO-CSP page, so sharing blog articles on this page would have much greater reach.

4. Brand research by the California Division of Child Support Services identified issues for its agency that may also apply to other child support agencies and would be useful to inform messaging in marketing and informational materials. Their research indicated that while clients understand the importance of child support services, their image of the agency providing the services is negative. This is likely influenced by many factors, and one is that clients often feel a sense of personal regret for the circumstances that led to engagement with the child support agency. They seek a supportive transactional relationship with the child support agency, focused on effective services and information on accessing and utilizing services. Parents expressly do not want the child support agency to overly display images of happy families or offers of parenting advice. LCO-CSP could more fully incorporate the information provided by this report into its messaging.
5. LCO-CSP devoted significant attention in its blog posts that were shared through Facebook to encourage individuals to sign up for its new SKEI portal. While the objective for this intervention regarding portal enrollments was met, the amount of effort and focus on portal enrollments did not produce much activity. This was not unexpected, as it was anticipated it would be challenging to enroll clientele in the portal. The LCO-CSP staff have suggested that customers are more responsive to personal and/or one-on-one interaction, and as a result, a technology-based, self-serve tool like the portal may be less appealing. It is possible that the use of digital marketing may have limited value in prompting clients to enroll in the portal and that one-on-one interaction may be more useful. For example, if not already done so, every telephone or in-person inquiry to LCO-CSP could include encouragement and facilitation for the portal enrollment process. This could include a computer available to customers when they visit the office where they could set up enrollment while there.
6. Even if the value of digital marketing for portal enrollment is potentially limited, digital marketing information on the portal should continue and expand on focused benefits of utilizing the portal, directed more specifically to segmented groups based on types of inquiries as described here in the analysis of the contact logs. For example, instead of a general post on enrolling the portal, a simple message directed to non-custodial parents on payment related issues could illustrate the practical benefit of using the portal. The message might say, "Wondering if your child support payment was received? Enroll in the portal and find out."

7. Future objectives for portal enrollment should be simplified to a percentage of the caseload enrolling in the portal as opposed to the current objective of enrolling a percentage of those requesting a security token.
8. LCO-CSP's dual goals of increasing enrollment in child support and interactivity with existing clients through the portal and other tools are complementary to one another but may also create additional challenge in prioritizing implementation efforts and examination of results when both goals are simultaneously addressed. This could potentially be avoided by focusing efforts and messaging designed to reach and address specific populations or activities. For example, in the upcoming third intervention, an online payment option will be added to the portal, and in addition to increasing portal and child support enrollments, there is an objective related to securing payments from 10% of obligors. It might be helpful to focus all the messaging on the portal to non-custodial parents and the new online payment options. The contact logs illustrated the need for information from non-custodial parents and payment issues were identified as a popular topic. This targeted message could potentially be more successful at enrolling clients into the portal, helping to meet two separate objectives. While the long-term goal is portal enrollment of all varieties of LCO-CSP clients, a short-term focus on a targeted population and message may produce better results.

LCO-CSP's first digital marketing intervention was successful in meeting its objectives of driving visitors to its new website, improving search engine performance and enrolling clients in its new SKEI portal. It is likely the second and third interventions will continue expand on and improve these initial efforts during the first intervention.

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