

# **Using Digital Marketing to Increase Participation in the Child Support Program**

**Department of Child Support Services**

**County of San Diego**

## **Evaluation Report**

### **Intervention One – Social Media**

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September 17, 2019

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# 1 BACKGROUND

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## 1.1 PURPOSE OF DIGITAL MARKETING GRANT PROGRAM

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 with parents.

## 1.2 PROBLEM

According to the U.S. Census Bureau's 2017 American Community Survey, overall 17.7% of San Diego County residents aged between 18 to 64 years old identify Spanish as their primary language. (Bureau, 2017) It is understood that this data does not encompass whether these residents are married and/or have children. Furthermore, only 10.0% of San Diego DCSS' (SDDCSS) case participants identify Spanish as their primary language.

Although this is not an equivalent comparison, San Diego is a border city and viewed this as an opportunity to reevaluate its current marketing strategy and begin initiatives to enhance its outreach to, and engagement with, this population through three separate interventions. These interventions include engaging with customers through social media, targeted emails to potential customers, and improved customer experience through website live chat.

This evaluation report will detail the intentions, actions, and results of the 90-day social media intervention to increase customer engagement with the child support program.

# 2 INTERVENTION

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## 2.1 GOALS

SDDCSS identified four goals for this intervention:

- 1) Increase the Spanish-speaking SDDCSS caseload
- 2) Increase SDDCSS' social media presence
- 3) Increase traffic to SDDCSS' webpage
- 4) Identify any possible relationships between goals one through three

## 2.2 DEVELOPMENT

Development of this intervention began in October 2018 with researching the social media platforms of Facebook, YouTube, and Twitter. This included reviewing the policies of each as well as the demographic information of their average users.

In addition, the County of San Diego has specific communication policies and procedures related to using social media for official use. To ensure we could complete the intervention as desired, these policies and procedures were studied and considered in every stage of development.

Principal Investigator/Project Director Craig Schaffer and Grantee Authorizing Official Jennifer Hellerud oversaw the development of the intervention design by the SDDCSS Communications Team (Communications Team).

## **2.3 TARGET POPULATION**

The target population for this intervention was single parents who reside in San Diego County, identify Spanish as their primary language, and have active social media accounts on Facebook, Twitter, or YouTube.

## **2.4 INTERVENTION DESIGN**

The County of San Diego County Communications Office (CCO) has authority over the content and appearance of any county-maintained site, including social media. Any usage of social media must also be approved by the CCO prior to implementation and is determined on a case-by-case basis. CCO provided approval for SDDCSS to have a Facebook page and YouTube library while using the main County of San Diego Twitter account for specific posts about community events.

Using principles of behavioral economics, SDDCSS designed videos, social media posts, and events that were shared across Facebook, Twitter, and YouTube. These media used plain-language, simple calls-to-action, and eye-catching, distinct content to increase knowledge, interest, and encourage participation in the child support program.

Examples of social media posts include information about child support, the benefits to program participation, and information on how to apply for services. For social media events, examples include date and locations of SDDCSS' presence at community events and SDDCSS' collaborations with community-based organizations.

YouTube was to be utilized to maintain a video library of short informational videos about the child support program as well as instructional videos on how to apply for services and various case establishment processes.

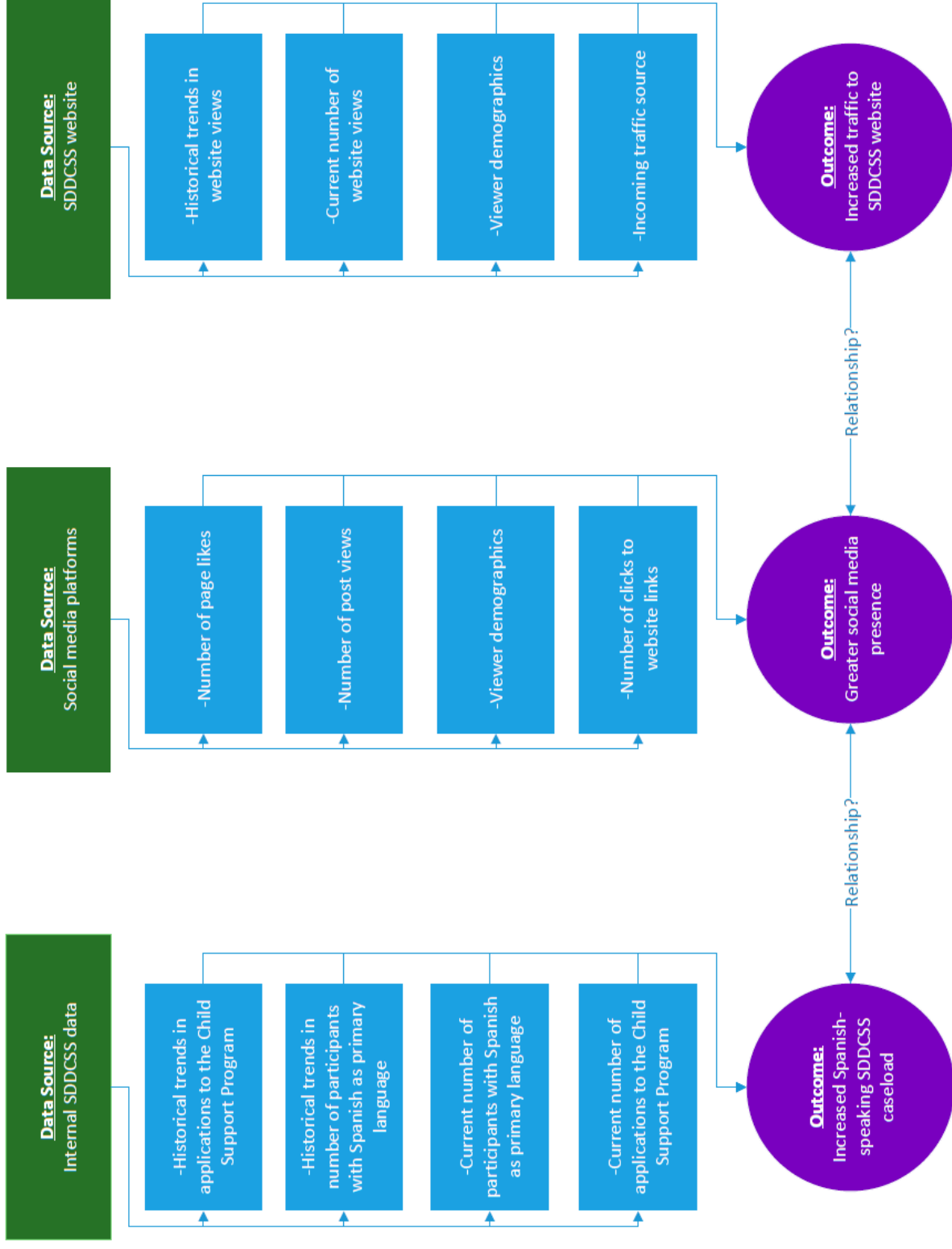
As SDDCSS began this intervention with no current social media presence, it utilized the Facebook advertising feature to identify potential and current customers. The Facebook advertising feature gathers customer demographics based on their profile settings and online activity. This advertising feature also allowed SDDCSS to narrow the audience of the specific paid advertisements to the target audience of this intervention while also removing any limitations the post may have had based on the number of social media followers SDDCSS had at the time.

## 2.5 INTERVENTION TIMELINE

	Actions Planned	Actions Taken
<b>Week 1</b> <b>4/1 – 4/7</b>	Begin Intervention 1 Launch Facebook and YouTube pages Begin posts, events, and videos on social media platforms	Launched Facebook and YouTube 12 Facebook posts 15 YouTube video uploads
<b>Week 2</b> <b>4/8 – 4/14</b>	Continue posts, events, and videos on social media platforms	36 Facebook posts Super Saturday event held
<b>Week 3</b> <b>4/15 – 4/21</b>	Continue posts, events, and videos on social media platforms <b>Learn:</b> Evaluator reviews and reports on current social media and website data	13 Facebook posts 1 YouTube video upload <b>Learn:</b> Evaluator review of initial data
<b>Week 4</b> <b>4/22 – 4/28</b>	Continue posts, events, and videos on social media platforms <b>Innovate:</b> Make changes to current posts, events, and videos. Obtain approvals to start with new posts, events and videos in week five	25 Facebook posts <b>Innovate:</b> Create and obtain approval for Facebook ad
<b>Week 5</b> <b>4/29 – 5/5</b>	<b>Improve:</b> Begin new posts, events, and videos on social media platforms	19 Facebook posts <b>Improve:</b> Begin two-week Facebook ad with “Like” button
<b>Week 6</b> <b>5/6 – 5/12</b>	Continue new posts, events, and videos on social media platforms	28 Facebook posts Facebook ad week 2 of 2
<b>Week 7</b> <b>5/13 – 5/19</b>	Continue new posts, events, and videos on social media platforms <b>Learn:</b> Evaluator reviews and reports on new social media and website data	26 Facebook posts
<b>Week 8</b> <b>5/20 – 5/26</b>	Continue new posts, events, and videos on social media platforms <b>Innovate:</b> Make changes to current posts, events, and videos. Obtain approvals to start with new posts, events, and videos in week nine.	10 Facebook posts <b>Learn:</b> Evaluator review of initial data

<b>Week 9</b> <b>5/27 – 6/2</b>	<b>Improve:</b> Begin using second set of new posts, events, and videos on social media platforms.	11 Facebook posts 2 YouTube video uploads <b>Innovate:</b> Create and obtain approval for Facebook video ad
<b>Week 10</b> <b>6/3 – 6/9</b>	Continue using second set of new posts, events, and videos on social media platforms.	9 Facebook posts 1 YouTube video upload <b>Innovate:</b> Create and obtain approval for Facebook image ad
<b>Week 11</b> <b>6/10 – 6/16</b>	Continue using second set of new posts, events, and videos on social media platforms.	15 Facebook posts <b>Improve:</b> Begin three-week Facebook video ad with “Apply” button
<b>Week 12</b> <b>6/17 – 6/23</b>	Continue using second set of new posts, events, and videos on social media platforms.	9 Facebook posts Facebook video ad week 2 of 3
<b>Week 13</b> <b>6/24 – 6/30</b>	Continue using second set of new posts, events, and videos on social media platforms.	14 Facebook Posts 6 YouTube Video Uploads <b>Improve:</b> Begin one-week Facebook image ad with “Apply” button Facebook video ad week 3 of 3

## 2.6 OUTCOME MEASURES



## 2.7 RESEARCH QUESTION

What is the relationship between increasing SDDCSS' social media advertising efforts, increasing traffic to the SDDCSS webpage, and the child support caseload of Spanish-speakers?

## 3 RESULTS

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### 3.1 SAMPLE SIZE

#### Facebook Paid Ad

While posts are likely to show only to the department's Facebook audience, paid ads allow SDDCSS to target people who have not previously visited SDDCSS' Facebook page, but may have similar interests and/or are in the target demographics. The Facebook paid ad gives the option to target audiences based on location and demographics, such as language, gender, age, education, relationship status, job title, behavioral interest, and connection. Table 1 illustrates the paid reach of the 3 paid ads SDDCSS created during the first intervention. The paid ads SDDCSS created were submitted through the CCO. Facebook did not give direct access to the paid ad key matrix to the person who did not submit the paid ad directly from the department's Facebook account. Thus, SDDCSS had limited information on the audience demographics.

*Table 1: Reach with Paid Ads*

Title	Start Date	Type	Cost	Target Audience	Reach
Here to Help	4/30/2019	Image	\$195.55	Spanish speaking parents with child(ren) of all ages	9,882
Apply for Child Support Spanish	6/14/2019	Video	\$101.99	Spanish speaking single parents who are 18-45 years old with child(ren) of all ages	5,478
Child Support Summer Ad – Spanish	6/25/2019	Image	\$100.00	Spanish speaking single parents who are 18-65 years old with child(ren) of 17 years old or younger	10,390

The target setting for the first intervention was Spanish-speaking parents with children of all ages. The population reached through this ad was 9,882 with a total cost of \$195.55. Most of the parents were aged between 25 to 44 years old and 93% were women.

The second ad targeted only single parents who were between 18 to 45 years old. The children's ages were not specified. SDDCSS spent approximately \$100 and reached 5,478 people. The largest age group among the male audience was 18 to 24 years old. For the female audience, it was between 35 to 44 years old.

For the third ad, SDDCSS increased the age range from 45 years old to 65 years old. The children's age range was 17 or younger. The cost was also \$100. The reach jumped from 5,478 to 10,390; 57% were women and 43% were men. Among both genders, the majority were between 25 to 44 years old.

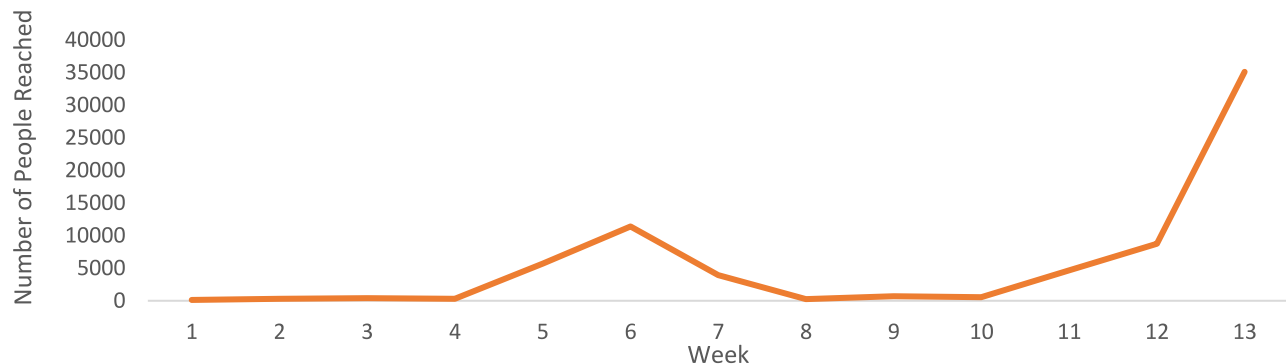
## 3.2 RESULTS

### 3.2.1 Social Media Presence

#### Facebook: Total Page Reach – Organic Page Reach and Page Reach via Paid Ad

SDDCSS created and published 227 posts and 3 paid ads on Facebook between 4/1/2019 to 6/30/2019 for a total of 13 weeks. These posts and ads were created using the English and Spanish language. The posts included images and videos with information about the child support program, as well as various events offered by SDDCSS throughout the County. Two image ads and one video ad were created for the paid advertisements. The first image ad included the “like” button and the second and third ads included a link that led customers to the SDDCSS website. The number of customers reached on SDDCSS’ Facebook page was 72,106 and 64,228 of those were reached through the paid ads. The first paid advertisement was on Facebook for 2 weeks and started Week 5. The second ad lasted 3 weeks beginning week 11 and the third ad lasted one week, which began week 13. Figure 1 shows the weekly number of customers reached during the first intervention. As shown in Figure 1, the first ad generated a spike in traffic to the SDDCSS’s Facebook page, but the number immediately dropped when the ad ended. SDDCSS published the third ad, while the second ad was still ongoing, in hopes of preventing another immediate decline during the first intervention.

*Figure 1: Weekly Number of Customer Reached – Posts and Paid Ads*



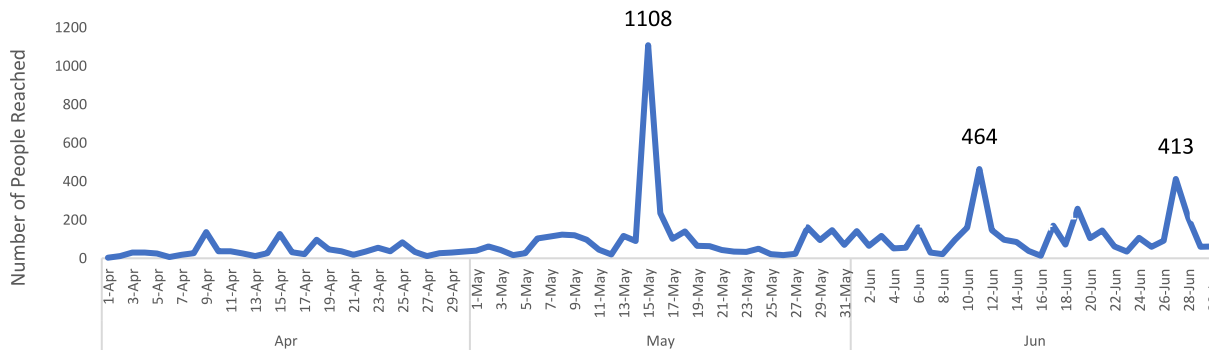
In the next section, the organic reach and paid advertisements are examined separately to show the difference of strategies used on the various posts and ads that effected the number reached.

#### Organic Page Reach

Organic reach is the number of people who have seen our post through unpaid distribution. We examine organic reach to see how various posts caught the attention of the followers on SDDCSS’ Facebook page and to see whether paid ads increased the organic reach. Roughly 7,878 out of 72,106 people were reached with organic content on SDDCSS’ Facebook page. Figure 2 shows the daily organic reach and the 3 noticeable spikes on 5/15, 6/11, and 6/27. The number of people reached on 5/15 was

1,108, 464 on 6/11, and 413 on 6/27, while the daily average during the first intervention was 89 people. One possible reason for these increases is related to tagging our community partners, such as the YMCA, Workforce Partnership, and libraries throughout San Diego County.

Figure 2: Daily Organic Reach



Another possible reason for the increase in people reached on 5/15 may be related to Figure 3, which is a different post in comparison to all the other posts of standardized images, such as Figure 4. SDDCSS leveraged Facebook posts to experiment with a variety of approaches, including videos, informational posts, photos, and providing the option to click on a post to share the content. The image in Figure 3 was on these experiments. It used a simple image with no words. It also included 3 free video ads in the comments section of the post. This provided customers the option to obtain more information regarding SDDCSS' "Parents Invest in Education (PIE) program" and the "High School Diploma program."

Figure 3: Image used for post on 5/15



Figure 4: Standardized Image



Figure 5 shows the upward trend in the weekly organic reach.

*Figure 5: Weekly Organic Reach*

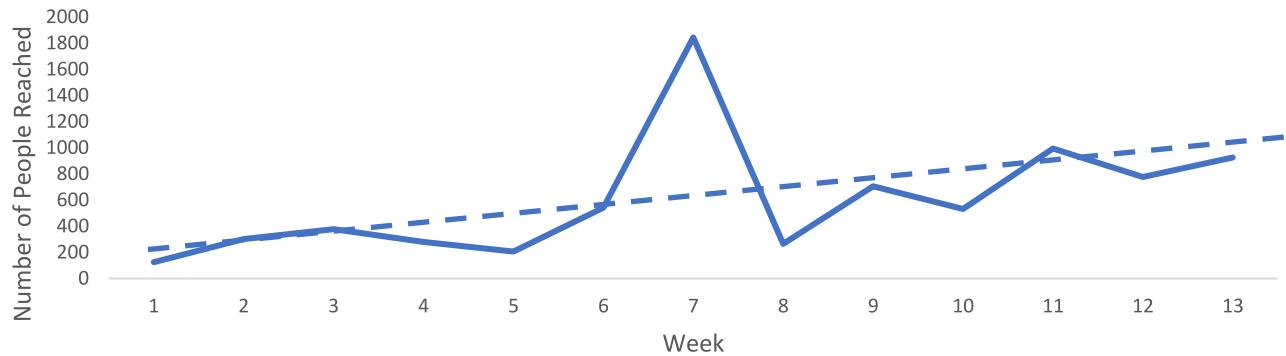
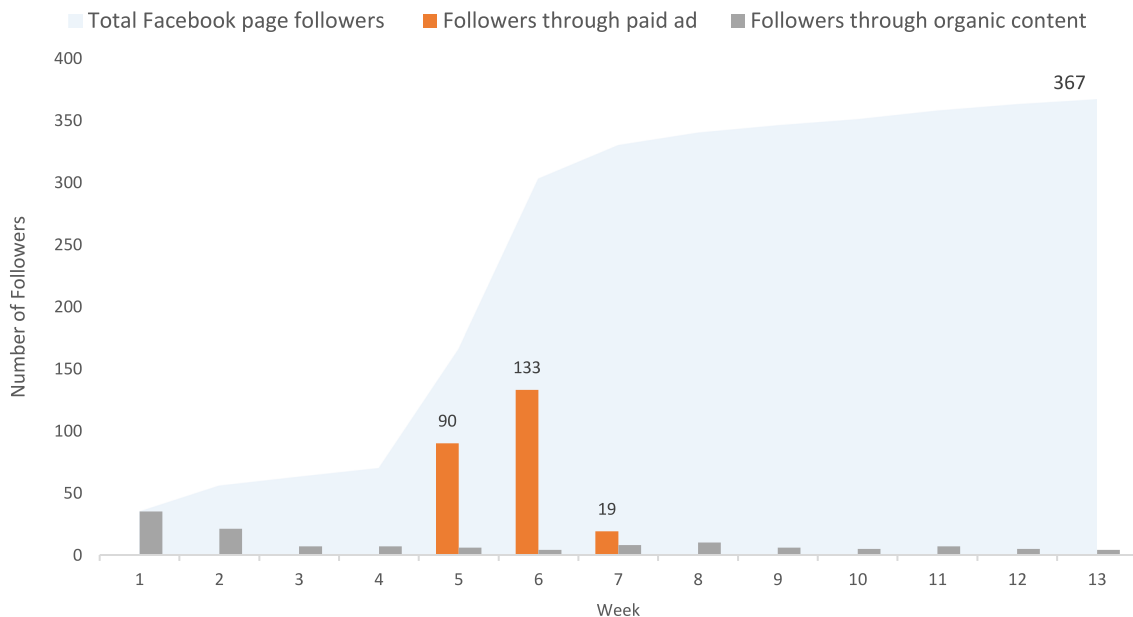


Figure 6 illustrates the number of monthly followers on SDDCSS' Facebook page during the first intervention. SDDCSS had 367 followers at the end of the first intervention. For every paid ad published, if a Facebook user likes that paid ad, this then triggers the user to automatically follow the Facebook page of the owner for that ad. 242 followers (66%) came from the first paid ad. The second and third paid ad did not include the "like" button, therefore it is unknown where those followers originated from.

*Figure 6: Number of Facebook Followers*



## Twitter

Twitter is a social networking site where people communicate in short messages called “tweets.” Another description of tweeting might be microblogging. Every tweet entry is limited to 280 characters or less. This size restriction makes tweets easy to scan. The users can track hundreds of posts in a glance.

San Diego County has leveraged this unique feature to post not only county-wide news but also department announcements since 2008. They have gained about 110K followers. SDDCSS decided to utilize San Diego County’s existing Twitter account to maximize their presence of social media and promote events to educate the public about the child support program.

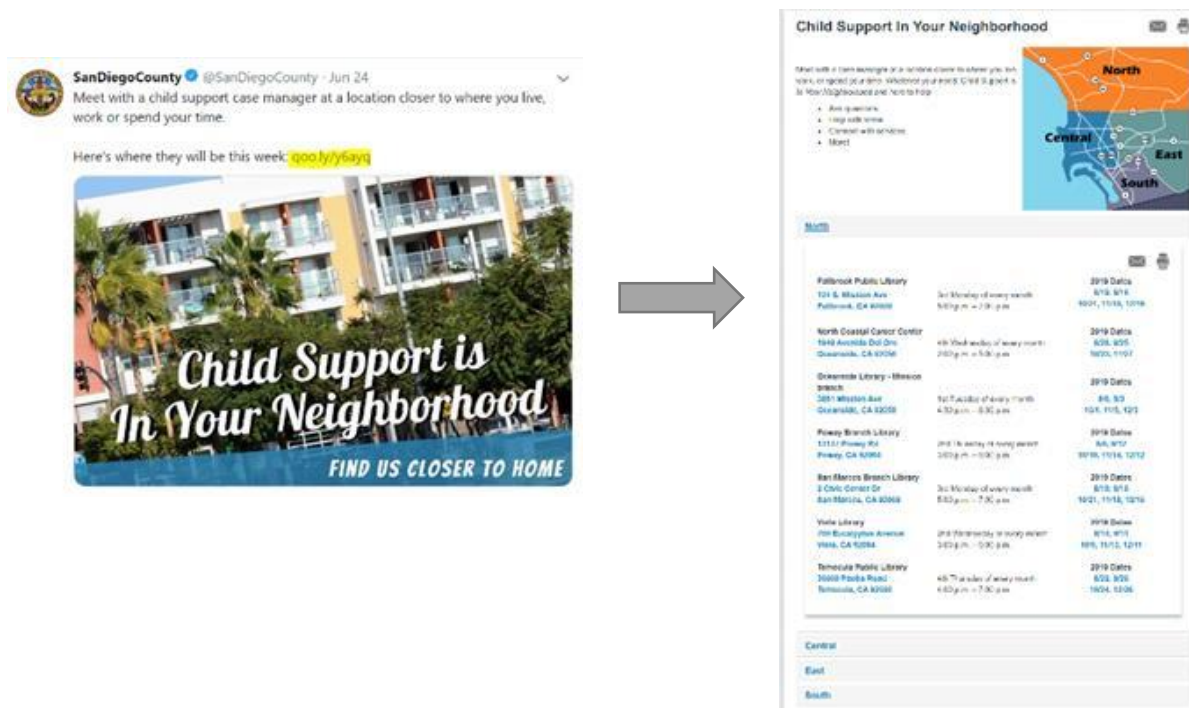
The first SDDCSS tweet appeared on San Diego County’s Twitter account on May 6 and 13 tweets were submitted during the first intervention. The number of people who saw the 13 tweets was 31,041.

Figure 7 and 8 are images for SDDCSS’ events that were posted on Twitter. These posts were “tweets” on the San Diego County Twitter page. The highlighted links on the images on the left led viewers to detailed information about the event shown on the right on the SDDCSS website.

*Figure 7: Image of “Here to Help Hub” Tweet*



Figure 8: Image of “DCSS In Your Neighborhood” Tweet



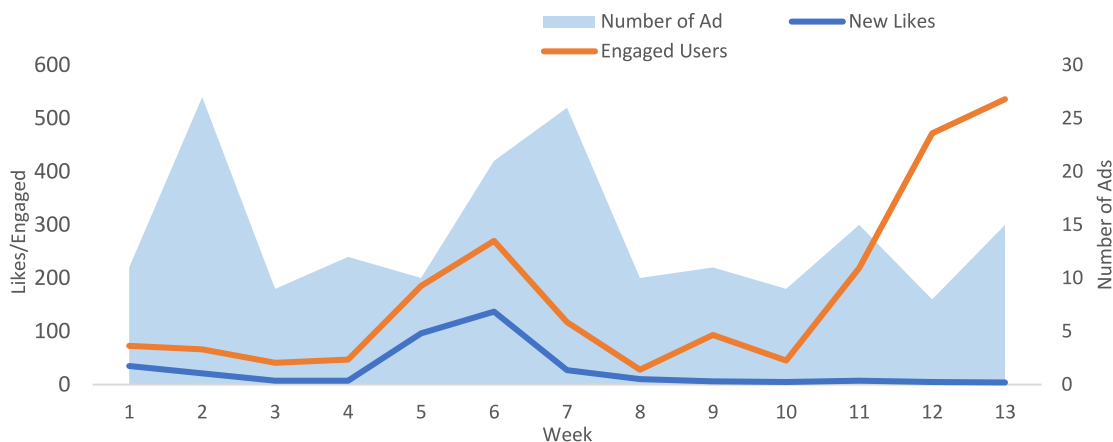
### 3.2.2 Audience Engagement

#### Facebook Page Engagement

Engagement is one of the factors that impacted organic reach. Engaged users is defined as users who click on various posts, view videos, like posts, share content with their friends, and/or comment on the posts. There are two kinds of engagements: viral engagement and passive engagement. If someone likes a post on SDDCSS’s Facebook page, that “like” has the potential to be seen by their friends – therefore increasing awareness of the child support program. Likewise, when people share or comment, they are doing so virtually in front of their friends, therefore content can be seen by more than just SDDCSS’ immediate community. This feature can be “turned off” if a user has specifically set their privacy policy on their account to not be seen by their friends. Such activities are considered viral engagement. Figure 9 shows the customer engagement rate against the number of posts. The number of likes was plotted separately from the total number of engaged users in order to see how other engagements were changed.

The number of engaged users started to increase when paid ads were submitted during weeks 5, 11, and 13. The first increase in week 5 was attributed to the number of “likes”. However, the number of likes remained constant when the number of engaged users started to increase again during week 10. Unlike the first paid ad, the second and third ads did not have the like button. Therefore, the increase resulted in other activities, such as commenting and sharing the post, viewing videos and clicking content.

Figure 9: Likes, Engagements, Number of Posts



### Paid Ads Engagement

Table 2 shows the audience engagement for the Facebook paid ads. The number of likes was used to calculate the engagement rate for the first ad and the number of clicks on the link was used for the second and third paid ads.

Table 2: Facebook Paid Ads Engagement

Ad Title	Reach	Likes	Click the Link	Engagement Rate
Here to Help	9,882	245	N/A	2.5%
Apply for Child Support Spanish	5,478	N/A	88	1.6%
Child Support Summer Ad – Spanish	10,390	N/A	125	1.2%

### Twitter

Since SDDCSS used San Diego County’s Twitter account due to time constraints, SDDCSS did not have direct access to the Twitter Analytics, where the granular data was located. This limitation prevented the analyst from collecting key metrics, such as audience demographics, various engagement rates (usage of hash tag, clicks on links), and other components of the key metrics. For this reason, only one engagement rate associated with “like” and the number of re-tweets that SDDCSS tweets received during the first intervention are stated below.

Of the 31,041 people who saw the SDDCSS tweets, 34 clicked “like” or “favorite”. The average engagement rate associated with a “like” is 0.11%. San Diego County received 131 likes on their Twitter account from 110K followers since 2008. The percentage of likes on San Diego County’s Twitter account

is approximately 0.12%. Compared to other department who also use the San Diego County's Twitter account, SDDCSS's performance is average.

### 3.2.3 Caseload

Originally, SDDCSS planned to utilize Urchin Tracking Module (UTM) tracking to see how the first intervention on newly opened cases in which a VIOLA (Virtual Interactive Online Application) was submitted. A UTM code is a snippet of simple code that can be added to the end of a Universal Resource Locator (URL) to track the performance of advertisement.

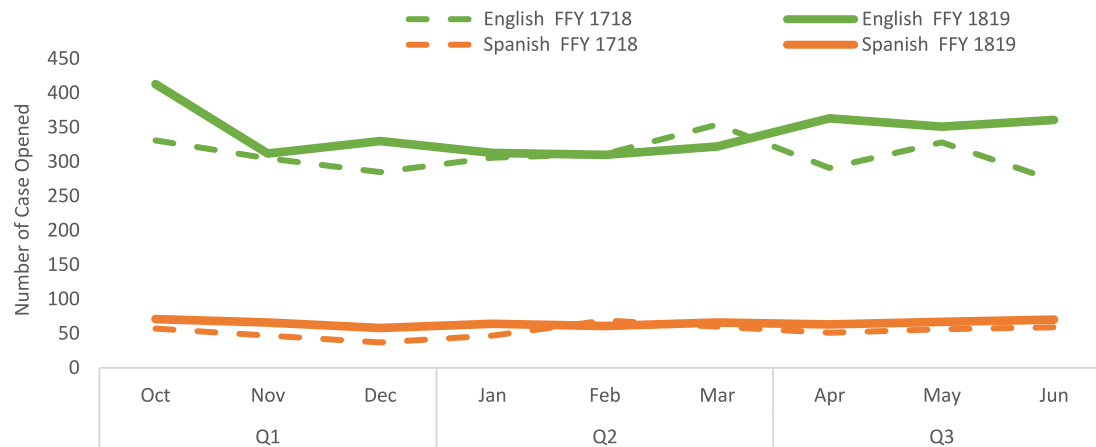
However, time became the biggest obstacle throughout the first intervention. Due to limited time, SDDCSS could not set up the UTM tool. Instead, the department found a feasible solution to count the number of new cases opened due to the increase of our social media presence. SDDCSS created a keyword, ##DMG, for child support case managers to use when inputting case notes on a case after meeting with a customer. This keyword was expected to help identify the effects of digital marketing as the analyst was able to easily track the number of newly opened cases in which a customer mentioned they learned of child support through social media.

During this intervention, 7 cases were opened, and this was confirmed, as the keyword ##DMG was found in the case notes on each child support case. Unfortunately, there was not a case with the Spanish language application among these 7 cases. However, only a handful of case managers utilized the keyword in their case notes. Staff may not have had a long enough roll-out period that would have allowed everyone to better prepare for, reinforce, and establish comfort and understanding of the use of social media. This created a hurdle for the analyst to accurately report how many cases opened because of the social media advertisements. The analyst determined this was possibly another time constraint in receiving full employee engagement.

Since the keyword method may have not been consistently used among case managers, the year over year comparison of newly opened cases is shown to help demonstrate the possible correlation between the first intervention and the number of opened cases that were untraceable using the keyword ##DMG.

As shown in Figure 10, during Federal Fiscal Year 2018 to 2019 (FFY1819), there was a slight increase in English cases after the first intervention started in April, but this remained constant compared to FFY17-18. On the other hand, there are no noticeable changes found with new Spanish cases in the year over year comparison.

Figure 10: New Open Case Year over Year Comparison: October 2018 to June 2019



### 3.2.4 Site Traffic

#### Inbound Traffic

##### Unique Visitors

The monthly number of unique visitors to the SDDCSS website is shown in Figure 11. It compares the number of visitors in the same month for the previous year.

The total number of website visitors during the intervention was 26,544, 3,225 more than previous 3 months. The monthly average is 8,848 visitors, which is a 12% increase compared to the average visits from January 2019 to March 2019.

Since August of 2018, the number of visitors has been less than the number of visitors in the previous year (1 Year Prior = 17/18) until the first intervention started in April. Figure 11 shows that after April of 2019, the number of visitors exceeded the previous year. The year over year growth is 27%. This trend is still growing even though the first intervention ended June 30. In July of 2019, the number of visitors reached was 12,732 with a year over year growth of 33%.

Figure 11: Number of Unique Visitors on SDDCSS Website



### Spanish Speaking Visitors

As shown in Table 3, current and prospective customers, who are Spanish speaking visitors to the SDDCSS website, increased by 23%, from 593 between January and March to 730 between April and June. The total number of English-speaking visitors increased by 12% in the same time frame, from 25,193 to 28,223.

Table 3: Unique Visitors by Language

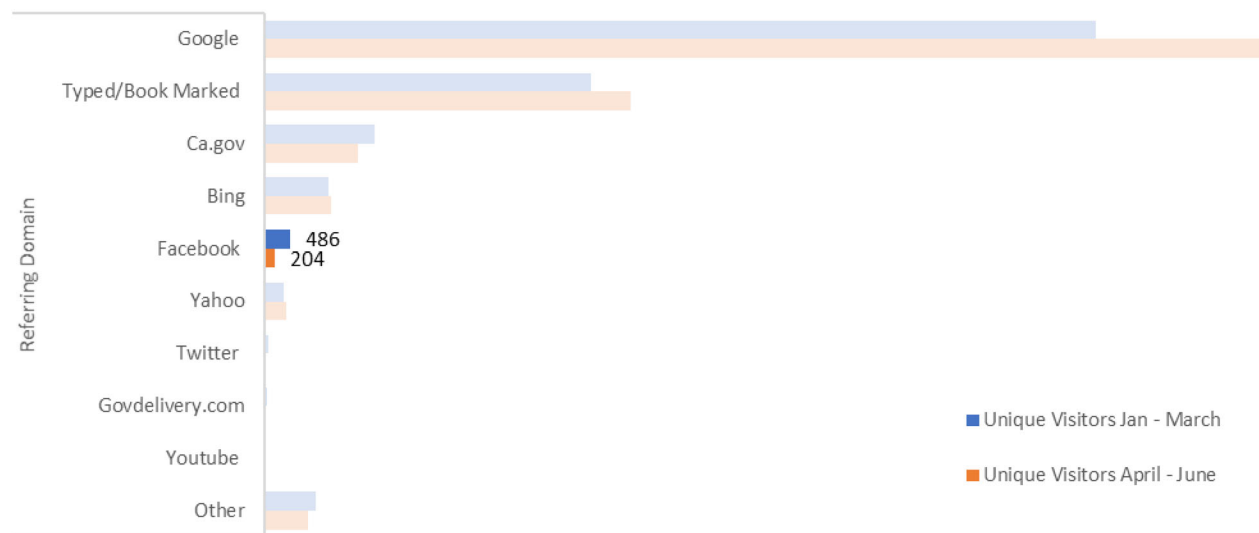
Visitors' Language	January to March	April to June
Spanish	593	730
English	25,193	28,223
Other	533	594
<b>Total</b>	<b>26,319</b>	<b>29,547</b>

### Referring Domain – Where the visitor came from

Figure 12 compares the number of people who visited the SDDCSS' website by referring domain. The SDDCSS' Facebook page launched April 1, which is the first day of the social media intervention. Prior to the launch, 486 visitors came to SDDCSS' website from San Diego County's Facebook page. From April to June, 204 visitors came from both San Diego County's Facebook page and SDDCSS' Facebook page.

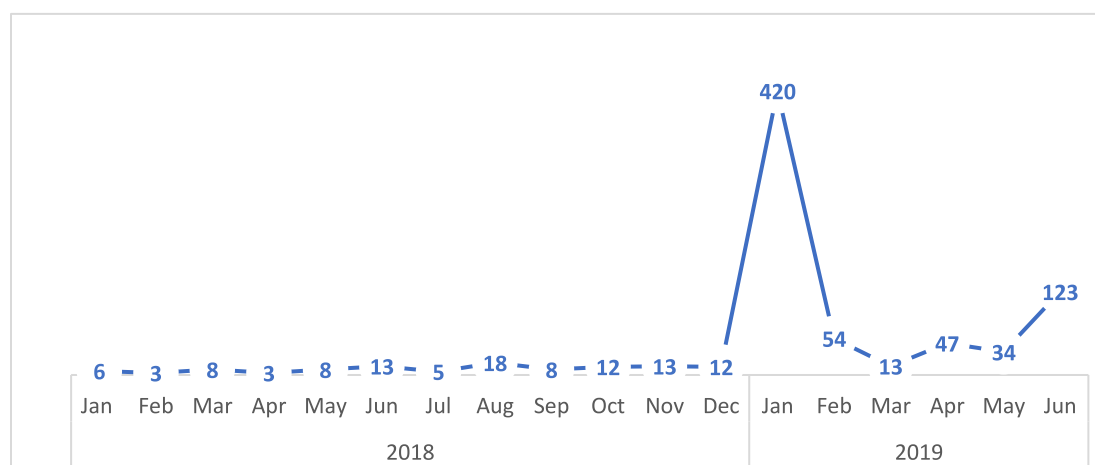
Adobe Analytics does not have the capability of showing these numbers separately. The next chart shows the trend of visitors from Facebook within the last 1.5 years in order to find the first intervention's possible positive impact on traffic from Facebook between April to June.

Figure 12: Number of Unique Visitors by Referring Domain



As shown in Figure 13, the monthly visitors from San Diego County' Facebook was stable in 2018. The average monthly visitors were 9 in 2018. In January 2019, the ad for SDDCSS's special event was posted on San Diego County's Facebook page and resulted in an increase to SDDCSS' Facebook page. After January, the number of visitors quickly decreased. However, after the first intervention in April, visitors from Facebook increased to 47, then to 123 in June. This has contributed to the upward trend shown below, which has continued to increase in comparison to the previous year. Since the upward trend started in April, SDDCSS' Facebook digital marketing campaign may have increased the inbound traffic to the website.

Figure 13: Number of Unique Visitors from Facebook to SDDCSS website



## Exit Link

In the previous section, inbound traffic was shown. This section explains how outbound traffic increased during the first intervention. The links for SDDCSS' Facebook and YouTube pages were added to the SDDCSS website during the first intervention as shown in Figure 14.

Figure 14: Social Media Links on SDDCSS Homepage

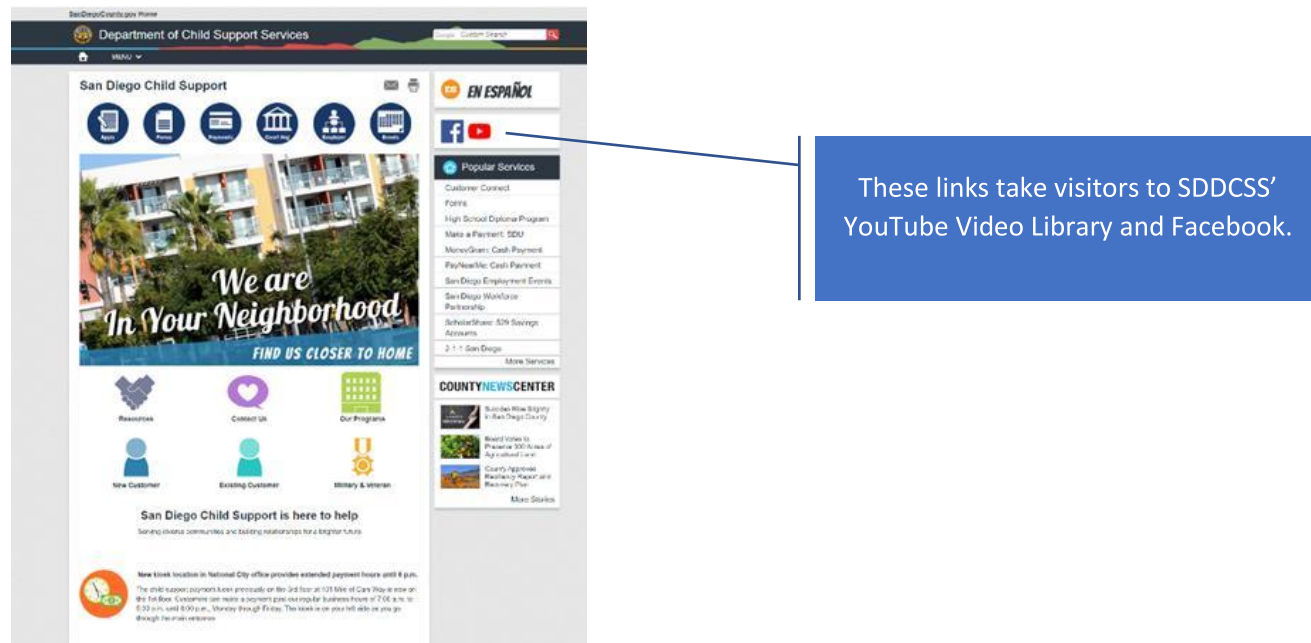


Table 4 compares the popular exit links between the first intervention, which was from April to June, and the previous three months (January to March). Facebook and YouTube are the two social media sites that are now the top two destinations a customer clicks when exiting the SDDCSS website. These two links helped introduce visitors to SDDCSS' social media sites, who may not have been aware that these sites existed.

Table 4: Exit Links from SDDCSS website

Jan - March	Number of Exits	April - June	Number of Exits
Google	856	Google	894
Website Homepage	719	Website homepage	529
San Diego 211	218	Facebook	236
PayNearMe	189	Pay near me	184
Workforce	141	Workforce	166
Money Gram	242	YouTube	165
Other	1476	Other	1495
<b>Total</b>	<b>3841</b>	<b>Total</b>	<b>3669</b>

### 3.3 ANALYSIS

Since SDDCSS had no social media presence and had never implemented any digital marketing campaigns on any social media platform before, this first intervention was a continuous process of trial and error. First, SDDCSS set up social media accounts on Facebook and YouTube then set the schedule for standardized event flyers on SDDCSS' Facebook page in order to increase its social media presence. At the first checkpoint during week 3, SDDCSS learned that although posts on the page are publicly opened, solely posting content on the page was not effective enough in reaching new audiences. SDDCSS decided to utilize the paid advertisements for the first time. This boosted the "page reach" to the highest of 11,414 from the weekly average of 241 in the first 4 weeks. Initially, the reach increased, lasting 2 weeks beginning April 30, but then dropped immediately when the paid ad ended on May 14. Results may indicate that submitting a single paid ad is only temporarily successful. SDDCSS also learned by the end of the first month that there was not an increase in new Spanish-speaking cases.

In the second month, SDDCSS published various content on its Facebook page and found the posts that contained simple images and video content increased the organic reach numbers. SDDCSS applied the strategy to the paid ads in the last month of the first intervention.

SDDCSS' digital marketing team chose the video content for the second ad and the aspirational family image was created for the third ad. Unlike the first paid ad, the second and third ads contained a link to navigate the audience directly to the online application page aiming to meet the goal of increasing the number of new Spanish-speaking cases.

The target audience setting was also tested. The target for the second ad was single parents aged 18 to 45 with child(ren) of all ages, while the target for the third ad was single parents aged 18 to 65 with child(ren) 17 years old or younger.

The second ad reached 5,478 people while the third ad reached 10,390 people. Since the target audience demographics and the campaign length were different between the second and third ad, the conclusion of which content was more effective cannot be drawn using these two experiments. Although the case opening count showed 7 new cases opening, none were Spanish-speaking cases. SDDCSS determined lack of preparation and staff engagement was a result of not opening any Spanish-speaking cases, therefore this experiment should be re-tested to allow for enough time for preparation and training.

However, SDDCSS learned that the ideal audience can be chosen for the paid ads by targeting specific demographics on the Facebook paid ad target setting. From the first target setting, the paid ad reached mostly women aged 25 to 44 years old, but only captured a small fraction of the male audience. The target setting for the second ad reached the male audience between 18 to 24 years old and the female audience between 35 to 44 years old. The second ad target did not capture the ideal audience for SDDCSS which should have been both genders aged 25 to 44 years old. The third ad target setting reached the audience aged 25 to 44 in both, the male and female population. This setting would be used for future campaigns, including AB testing.

## 4 LESSONS LEARNED AND NEXT STEPS

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### 4.1 LESSONS LEARNED

Considering this was the first intervention, there were two significant lessons learned in the areas of employee engagement and social media.

SDDCSS created a Facebook page to further educate customers and prospective customers. Posts and paid advertisements were published on Facebook. These included flyers, images, and videos. SDDCSS published all the posts and the CCO handled all paid advertisements due to SDDCSS not requesting prior approval to use its P-Card.

The lesson learned from CCO handling all paid advertisements was centralizing SDDCSS' efforts so the analyst has the ability to obtain all data analytics for the ads. The analyst was unable to effectively evaluate the campaign due to these data limitations and delaying the publishing of each ad.

YouTube and Twitter were also explored as an option but due to certain features and Countywide rules it was decided to not be a good fit for SDDCSS goals.

SDDCSS also recognized that staff buy-in to this project would be critical. To track whether new or existing customers were acting on their child support cases due to social media, SDDCSS implemented the use of keywords in the case activity logs. The analyst was then able to run a query of the case activity logs that contained the designated keywords to find how many new Spanish-speaking cases were opened through the digital marketing campaign.

The lesson learned was to ensure enough time is allotted to engage staff by providing them with the essential tools and knowledge about the digital marketing campaign. This may involve additional training, desk aids, and recognition awards for those who actively use the designated keywords.

### 4.2 NEXT STEPS

Overall, the next steps include continuing to try and meet the goal of increasing the number of new Spanish-speaking cases, as well as increasing traffic to SDDCSS' website and social media sites. The first intervention taught the digital marketing team and SDDCSS' Communication team how effective certain social media account and/or tools were. Now the digital marketing team has been able to weigh in on whether the use of those accounts or tools would continue. At this time, Facebook is a social media account that SDDCSS will continue to utilize to increase customer engagement. SDDCSS will work with San Diego County's P-Card Unit to request approval on using its P-Card for future paid advertisements. This will allow SDDCSS to view any and all data analytics associated to paid advertisements published on its Facebook page. Additionally, SDDCSS will track lessons learned from the second and third interventions to evaluate how those can be applied to further digital marketing efforts.

## 5 WORKS CITED

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