



Incorporating Customer Input and Market Research into Child Support Outreach

Annette Quintero

Deputy Director of Program Innovation and
Communications

Office of the Attorney General Child Support Division



Problem: How do we leverage existing data to build targeted outreach programs in the community?



Ask ALOT of questions...



Identify your target audience.
NCP or CP?



We decided to focus on NCPs with
insufficient income...



Q1: How do we help employed NCPs who are not making enough to pay their full child support obligation and their living expenses?



How do we identify these NCP's in our caseload?



CAN we identify them in our caseload?



How do we help someone increase
their earnings?



Identify the gaps using your data...

- Which geographical regions in the state are struggling the most with CCS but also have areas that are doing very well?
- How many cases in their caseload are not paying their full current obligation?
- What is the average PP1 in these geographical regions?
- What percentage (on average) is being paid?
- Do these NCPs have an employer?
- What is the average amount of arrears on these cases?



Here is what we found out...

In 2 regions, we identified they carried a caseload of:

- 10-12k cases that pay 40%-85% of their current obligation (CS, MS, DS).
 - These cases carried an average arrears balance of \$12,000.
- 7-8k cases that pay less than 40% of their current obligation.
 - These cases carried an average arrears balance of \$22,000.
- The average PP1 = \$339.00



Purpose: Identify NCPs with insufficient income to pay their full current obligation and build local community partnerships that can provide specialty services based on the needs identified.

Objective: Hear directly from NCPs about their needs.

Assumptions: NCPs are already working long hours and likely multiple jobs, getting home late, spending less and less time with their families, etc... They do not need another obligation that takes them away from their families.



Now What?



We sent out a survey...

With 10 brief questions that cover:

- Barriers
- Education & Training interests
- Modification attempts
- Preferred Time Commitment



Biggest hurdle in paying child support

- Not enough earned income – 23%
- Lack of access to the child(ren) – 17%

43% are interested in employment opportunities

Willingness to commit to an education or employment program

- Not interested – 37.4%
- Interested – 32.7%
- Very Interested – 29.8%

Type of employment training

- Information Technology – 14%
- CDL – 13%
- HVAC – 11.9%

48% would commit “as long as needed”

46% have not requested a modification



Next Steps

- Community Engagement: Identify community partners who can provide the right types of opportunities:
 - Employment
 - Educational
 - Access and visitation services
- Partner NCPs with these organizations
- Risk Factors Assessment
- Evaluate/Track progress
- Continue to identify gaps in service - survey customers and service providers



Stay tuned....



Incorporating Customer Input and Market Research into Child Support Outreach

Nicole Darracq, Assistant Director
Office of Communications and Public Affairs
California Child Support Services



Designing Outreach that Resonates

Federal Digital Media Marketing Grant

- Big Wins: VA and the simplified application, IN and A/B message testing
 - WORDS MATTER
 - REMOVING BARRIERS WORKS
- Big Fails: Lots of clicks, lots of eyes, but the decline in case openings continued. We got them to look but they still didn't "buy"
 - ADVERTISING WORKS – but we don't have the message right



Designing Outreach that Resonates

HOW DO WE FIND MESSAGING
THAT RESONATES?



The Information Action Fallacy - B.J. Fogg

- Giving people abstract goals will not change their behavior, no matter how inspiring the goal
- Giving people information about the benefits of changing behavior doesn't change their behavior
- New information doesn't lead to new actions



It's not Logical, it's Psychological

“People change by feeling good,
not by feeling bad.”

EMOTIONS create actions



Best Practices in Advertising

- STP – Segmentation, Targeting and Positioning
 - Segmentation - define your audience as tightly as possible
 - Gender
 - Case Role
 - Age
 - Education Level
 - Ethnicity/Nationality
 - Occupation
 - Income



Best Practices in Advertising

- STP – Segmentation, Targeting and Positioning
 - Targeting – Choose your target and TAILOR THE PRODUCT
 - What are the benefits **for the target?**
 - What are the barriers **for the target?**
 - Choice of images
 - Choice of language



Best Practices in Advertising

- STP – Segmentation, Targeting and Positioning
 - Positioning – What are your selling points?
 - Cheapest?
 - Most convenient?
 - Best customer service?
 - Most understanding?
 - Most flexible?
 - STP first, then MESSAGING



It's NOT supposed to
resonate with YOU



It's NOT supposed to resonate with YOU

1. We know the long game – the childhood poverty stats, the absent father stats. They do not.
2. We are inspired by the children – but we are **SERVING** the parents
3. Remember BJ Fogg – emotions create action (theirs, not ours)

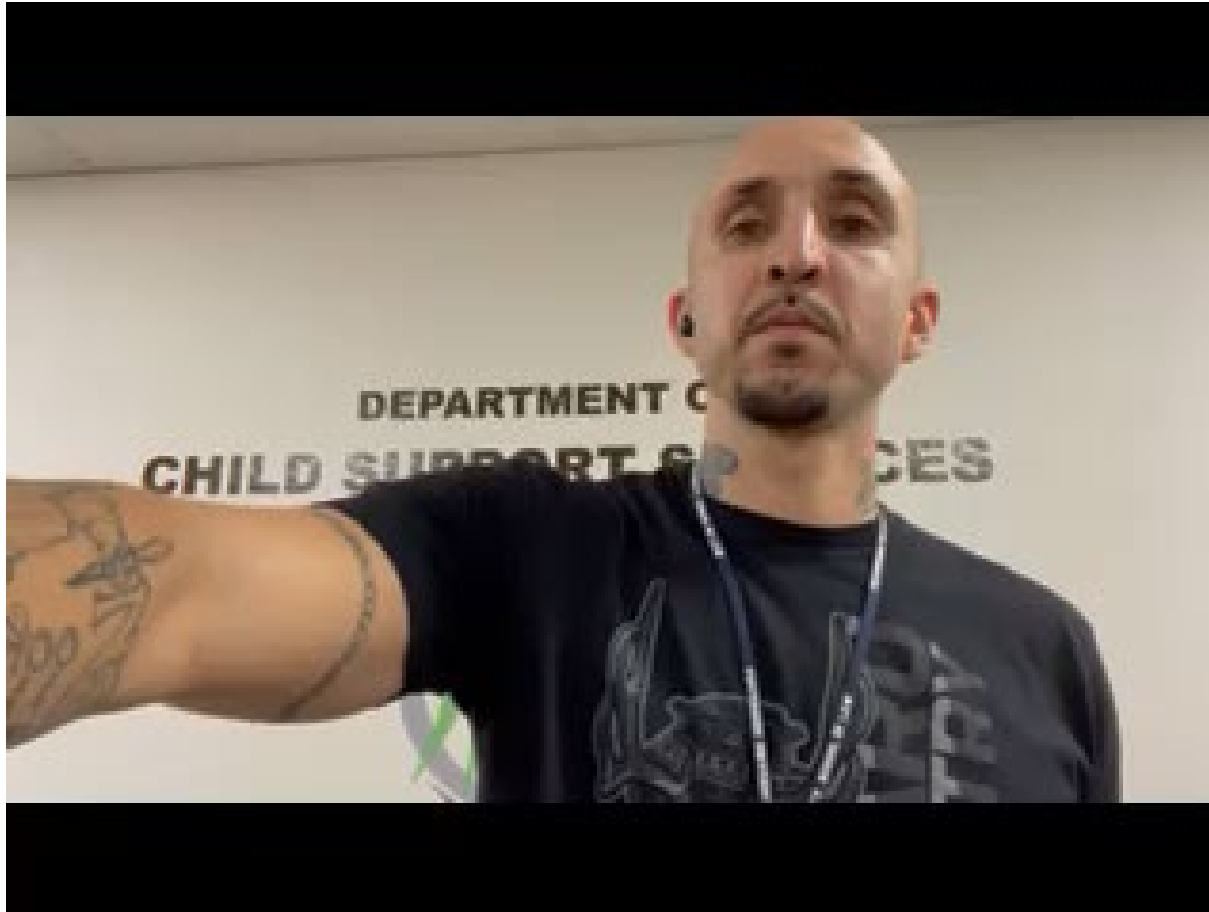


Use Bias for Your Benefit

- Availability Bias – Personal memory affects risk assessment
- Anchoring Bias – Tendency to believe first information received
- “Bandwagon” Bias – Everybody’s doing it, so it must be good
- Commitment Bias – More likely to finish when already begun
- Loss Aversion Bias – Preventing loss is more important than achieving gain
- Confirmation Bias – Information that matches current belief is more trusted



Confirmation Bias in Action



- Facebook post promoting Child Support Webinar
- Three other posts had conventional scripts
- Highest view for ANY post was 1,500
- This garnered over 30,000 views in three days



Behavior Change Model - B.J. Fogg, Ph.D.

<https://coachingforleaders.com/podcast/change-your-behavior-bj-fogg/>

Behavioral Economics—Ogilvy Worldwide, LLC

<https://www.youtube.com/watch?v=EdZK9QP7IWM>



Thank you!

Nicole

nicole.darracq@dcss.ca.gov



Incorporating Customer Input and Market Research into Child Support Program Marketing Efforts

Community - The New Influencers

**Phyllis Nance- Director – Alameda County Child
Support Services**



What is an Influencer

- One who exerts influence : a person who inspires or guides the actions of others.¹
- Someone who has: the power to affect the purchasing decisions of others because of his or her authority, knowledge, position, or relationship with his or her audience.²

¹ <https://www.merriam-webster.com/dictionary/influencer>

² <https://influencermarketinghub.com/what-is-an-influencer/>



Why Influencers

- The Child Support Program needs the Community to recognize the value and importance of child support.
- Increasing engagement requires inclusion of the lived experience of parents in the design and delivery of services.
- Changing the narrative about the child support program requires the influence of those inside and outside of the program.



What Do We Want To Achieve

- ☐ Change In Public Perception and the Value of Child Support
- ☐ Increased Community Engagement and Partnerships
- ☐ Increased Customer Engagement and Participation
- ☐ Increased Understanding of the Child Support Program



Starting A Movement



#Community Engagement

Listening to the Community
Cultivating Valuable
Relationships

#Developing a Common Agenda

Promoting Stakeholder
Engagement
Increasing Internal Knowledge
and Capacity

#Mutual Influence

Members Can Influence
Members Can Be Influenced



#FAMILY FRIENDLY

#FAIR TO BOTH SIDES

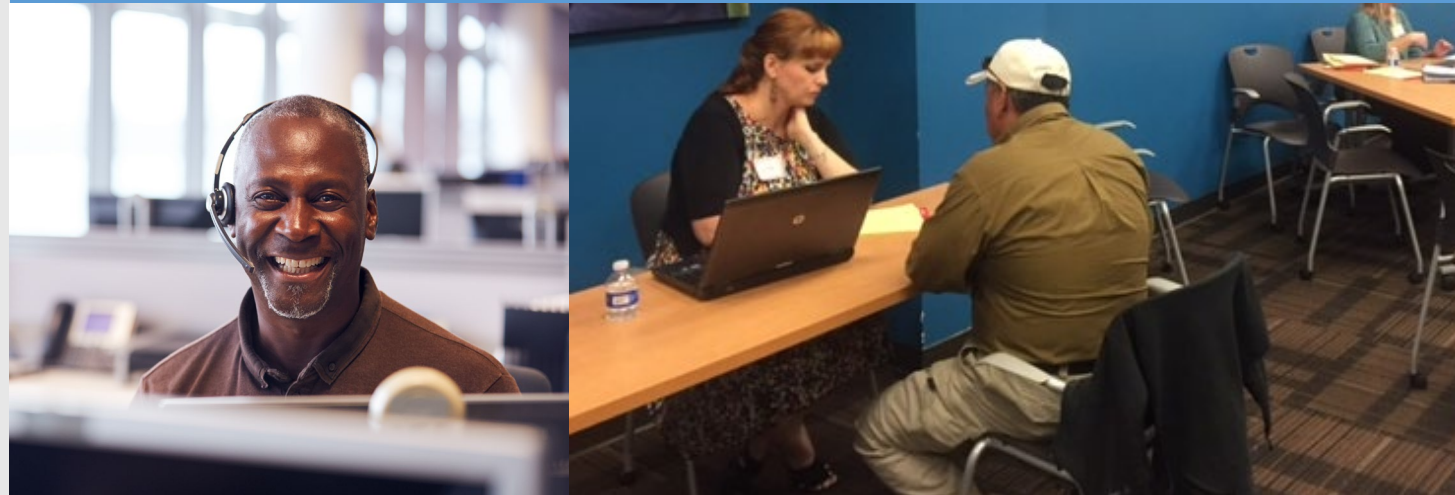
**#MAKING A DIFFERENCE
FOR KIDS**

**#PARTNER IN THE
COMMUNITY**

**#ACCESSIBLE FOR
EVERYONE**



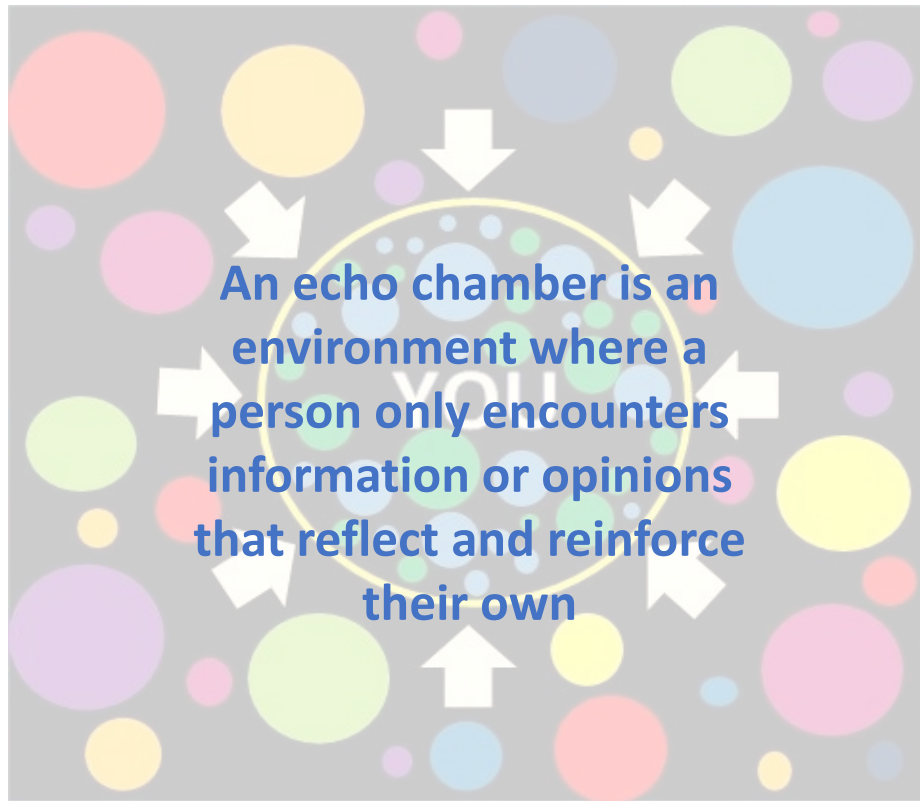
Our Thoughts...





First Step – Community Engagement

Echo Chambers



Listening Sessions





Reaching Out to the Community

Come Talk, We'll Listen!
Our Ears, Your Voice




Do you have a story about child support?

Alameda County Department of Child Support Services would like to hear what you think about child support. Everyone is welcome — with your help, we can better meet the needs of our community. All you need to do is bring your voice; come talk, we'll listen!

After each session, caseworkers will be available to answer your questions. There will also be free refreshments for you to enjoy.

FATHERS
August 15th 2018
10:00AM to 12:00PM
Cesar Chavez Plaza
1100 SAN LEANDEO Blvd
SAN LEANDEO, CA

MOTHERS
August 25th 2018
10:00AM to 12:00PM
Carmelo Valiente Library
2800 No. 5th Ave.
CARMEL VALIENTE, CA

SPANISH SPEAKERS
August 25th 2018
2:00PM to 4:00PM
Carmelo Valiente Library
2800 No. 5th Ave.
CARMEL VALIENTE, CA

RSVP: ACDCSS.ORG
or 925-468-4333



- ☐ Three sessions:
Fathers, Mothers,
Spanish-speakers
- ☐ Held at
Community
organizations and
the public library
- ☐ Publicity:
Flyers/posters,
email and phone
campaigns

**2017 Service Providers Summit
Program & Resource Guide**



**Alameda County Department of
Child Support Services**

- ☐ 23 Public and
private
organizations
serving families
in Alameda
County
- ☐ Held at
Alameda
County
Department of
Child Sup-port
Services.
- ☐ Invitations



**#OVERWHELMING
PROCESS**

#BIAS

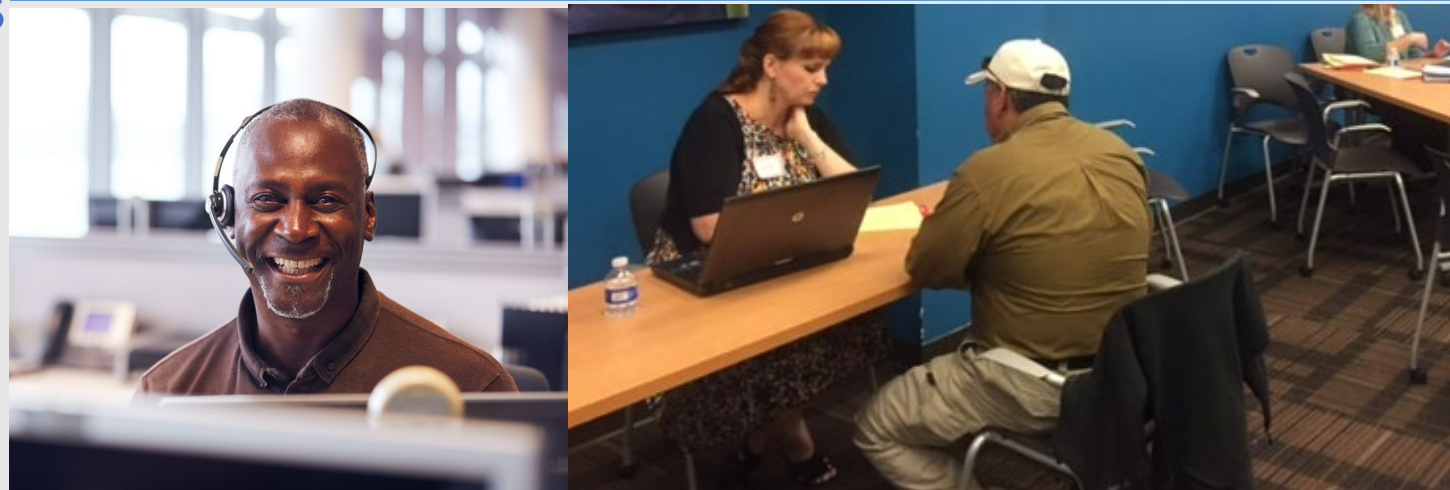
#PARENTS STRUGGLING

#NO REAL PARTNERSHIPS

#NOT ACCESSIBLE



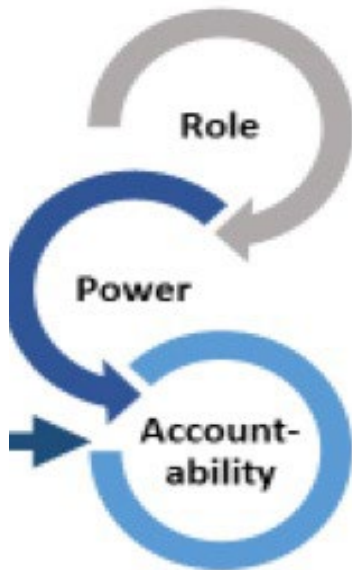
What We Heard....





Building The Movement

Organizations Culture Shifts



<https://wearefre.org/resources/authentic-and-equitable-partnerships/file>

Guiding Principles and Practices

- ☐ Committing to transformational, not just transactional, change
- ☐ Prioritizing relationships at least as much as task
- ☐ Building the collective
- ☐ Centering the lived experience of those most affected
- ☐ Trust-building and Truth-telling
- ☐ Power Sharing
- ☐ Transparency



Transformational Change – Common Agenda

- ☐ Commitment to Increasing Access
- ☐ Commitment to Customer Service
- ☐ Commitment to Improving Program Awareness
- ☐ Commitment to Partnering with the Community
- ☐ Commitment to Educating Staff

Guiding Principles

The road map for our strategic plan

Family Focus
Partner with families to eliminate barriers to prov

Dynamic Workforce
Attract, retain, and develop a highly skilled and engaged workforce

Operational Excellence
Focus on the highest level of performance and efficiency in service delivery

Innovation
Meet the needs of families through creative solutions

Collaboration
Partner with the community to create an ecosystem of support services

Our Culture

Integrity

We do the right thing, even when no one is looking.

Service Excellence

We deliver the highest level of performance in everything we do.

Open Communication

We share information timely and check for understanding.

Growth & Development

We encourage, seek out and apply learning to build ourselves and the organization.

Collaboration

We partner and work together to achieve the best outcomes.

Innovation

We explore and try new ways of doing business.

How we live our values

INTEGRITY - I own up to my own mistakes, correct them and move on. - I respond with respect and dignity in difficult situations. - I provide the best customer service without taking things personally. - I do what's right, even when it's hard. - I look through the perspective of others with empathy.	SERVICE EXCELLENCE - I complete my work thoroughly, efficiently, and accurately. - I deliver efficient and expedited service to others by building positive relationships and providing excellent customer service. - I take the initiative to respond to others' requests in a timely manner. - I show up to work on time and ready to work. - I anticipate needs and listen for opportunities for solution.	OPEN COMMUNICATION - I listen with an open mind and ask clarifying questions to get an understanding of the whole picture. - I speak honestly and constructively with compassion, respect and courtesy. - I explain things to others in a way they are able to understand. - I share knowledge and information with others. - I remain accessible and responsive.
GROWTH & DEVELOPMENT - I learn from my mistakes and correct it the next time. - I share the knowledge that I gain to educate others to benefit the organization. - I honestly assess my own performance and look for ways to improve and set goals for my personal and professional development. - I apply what I learned into my work. - I seek out and embrace opportunities to learn.	COLLABORATION - I maintain a positive, productive and cooperative attitude. - I respect diversity and value differences. - I understand how the work I do impacts others, so I do my work thoroughly and accurately. - I appreciate and leverage others' gifts, skills, and contributions. - I work respectfully with others by providing coverage and working cross-functionally.	INNOVATION - I support new innovation and technology for others to access our services. - I support trial and error, pilot projects and beta testing to ensure efficiencies, best outcomes and stellar services. - I welcome, embrace, and adapt to change. - I solve problems with a focus on long term outcomes. - I utilize resources to create innovative solutions.



Building Influence

Brand Promise

Brand promise is the value or experience customers can expect to receive every time they interact with us.

The ACCSS Brand

We deliver professional, compassionate and effective services to ensure that parents support their children. By working with parents and community partners, we help build stronger families.

Brand Voice

Brand voice is how we “sound”. We create this feeling through the words we use, our tone, and how we say things.

The ACCSS Brand

Our audiences to associate integrity, service excellence, open communication, growth & development, collaboration, and innovation with our organization.

Brand Experience

Brand experience is the impression we want customers to have about us before, during, and after they interact with us.

The ACCSS Brand

Everyone we interact with to feels confident in our ability to deliver the highest level of service, respected for who they are, valued for their role, and inspired by our work.



The Influencers.....



September 15th - 17th



Influencer and Influenced

Alameda County
Child
Support
SERVICES

September 15th - 17th



Trust Building, Transparency and Power Sharing – Next Steps

Principle and Practice

- ☐ Internal Training
- ☐ Partner Education

Power Analysis

- ☐ Customer Advisory Group
- ☐ Data Analysis

Skills to Engage

- ☐ Leadership Collaboratives
- ☐ Social Media Revamp

Form and Function

- ☐ Ambassador Program
- ☐ Formalized Partnerships



We need a variety of input and influence and voices. You cannot get all the answers to life and business from one person or from one source.” ~ Jim Rohn

Thank You