

ORANGE COUNTY DEPARTMENT OF CHILD SUPPORT SERVICES

DIGITAL MARKETING GRANT
PHASE III ANALYSIS**Special Study**

March 2021

BACKGROUND (AWARD AND PURPOSE)

The Digital Marketing grant program, sponsored by the federal Office of Child Support Enforcement (OCSE) within the U.S. Department of Health and Human Services' Administration for Children and Families, is a 24-month demonstration project with the goal of researching how digital marketing may help 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 to create or improve two-way digital communication and engagement with parents. The Orange County, California, Department of Child Support Services (OC CSS) was one of the 14 child support agencies selected to participate in the Digital Marketing demonstration grant program.

AREA OF INTEREST

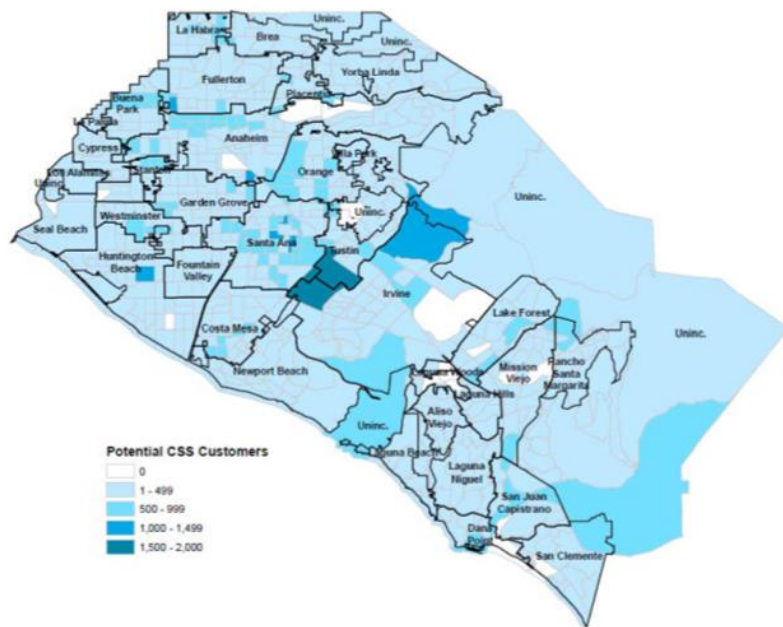
While the IV-D program has experienced an overall decline in caseload in all assistance categories, the number of families needing our services remains steady. According to the U.S. Census the childhood poverty rate in the U.S. was 17.5% in 2017.¹ To explore why parents do not seek our services at a higher volume, we surveyed Custodial Parents (CPs) to determine if the time between the separation of the parents and the case opening had a correlation to how well a case performed. The survey asked approximately 700 Custodial Parents why they delayed in opening a case from the time of separation. Thirty-one percent of parents responded that they did not open a case immediately because they were unaware of our services. This brought to the forefront a primary obstacle facing the child support program, which is to communicate to potential customers who we are and what we do so families in need are aware that we can help. As of today, OC CSS serves 1 in 9 children residing in Orange County. However, using Geographic Information Systems mapping, Orange County's Research unit compared our current caseload to U.S. Census Bureau data and identified a significant number of children living in single-parent households who are eligible for and could benefit from our services. According to the U.S. Census Bureau, 26% of Orange County households are run by single parents. We hypothesize that part of this population is unaware of the services we offer and believe this project can potentially increase awareness among those families about child support services.

Before OC CSS participation in the Digital Marketing project, the County's digital marketing efforts included visual advertisements through Facebook. This was a continuing effort with Facebook advertisements

¹ <https://www.census.gov/content/dam/Census/library/visualizations/2018/demo/p60-263/figure6.pdf>

focused on the benefits of opening a child support case directed towards CPs and the ease of making payments directed towards Non-Custodial Parents (NCPs). Additional efforts included advertising in digital publications, bus shelters, grocery stores, YouTube, Department of Motor Vehicles offices, family-oriented print publications and legal publications (targeting family lawyers). Throughout 2017 and 2018, targeted actions such as outreach letters, newsletters and traditional advertising were taken to build an effective marketing campaign and create a positive image of the child support program. We believed awareness could be increased through digital radio advertising. The intent of this project was to expand digital marketing efforts to a broader audience through visual and audio advertising through Pandora & iHeart Radio. We anticipated that this new method would reach our target demographic in specific locations where the data indicates underserved populations reside. We used census data to identify single-parent-with-child(ren) households, and combined this data with current custodial parent addresses, to identify potentially underserved populations by zip code. We defined underserved populations as those who are single-parent households and in areas generally populated with lower incomes who are not using our services. The map in Figure 1 indicates specific census tracts that house single parent households that could likely benefit from child support services. For context, OC CSS currently serves approximately 60,000 families, and the population of Orange County is just over 3 million.

Figure 1 – Potential CSS Customers



The map shows the mismatch of census-identified single-parent households, minus the existing CSS cases, leaving the potentially underserved households.

EVALUATION NARRATIVE (METHODOLOGY DESCRIPTION)

The Research Team monitored and evaluated project progress so we could become more effective in this and future ad campaigns (phases).

Data Collection

We captured these data elements to inform this project and continued capturing them during each phase of the evaluation. They include:

- Web analytics from Google Analytics
 - Metrics include the names of source websites; number of hits,² users,³ bounces,⁴ and sessions;⁵ bounce rate, average session duration, unique page views, and pages per session
 - Collected daily, weekly, and monthly
 - Output includes year-over-year pre-post comparison of website traffic
- Marketing data from advertising vendors
 - Metrics include number of impressions,⁶ clicks,⁷ and completes;⁸ click-through rate (CTR);⁹ and complete rate¹⁰
 - Pandora, Facebook, Snapchat, and Instagram reports were collected monthly
 - iHeartRadio reports were collected weekly and monthly
 - Output includes descriptive statistics
- CSE Case Openings Report
 - Metrics include new case openings by federal aid status
 - Collected monthly
 - Output includes year-over-year pre-post comparison of new case openings by federal aid status
- Number of calls made to the dedicated phone number listed in the advertisements
 - Metrics include count of calls
 - Collected monthly
 - Output includes descriptive statistics

² A hit is a request to a web server for a file (such as a web page, image, JavaScript, or Cascading Style Sheet). There may be many hits per page view since an HTML page can contain multiple files, such as images.

³ The session of activity that a user with a unique IP address spends on a website during a specified period of time.

⁴ Visitors who enter the site and then leave rather than continuing to view other pages within the same site.

⁵ The presence of a user with a specific IP address who has not visited the site recently (typically, anytime within the past 30 minutes). The number of user sessions per day is one measure of how much traffic a website has.

⁶ Impression, sometimes called a view or an ad view, is a term that refers to the point in which an ad is viewed once by a visitor or displayed once on a web page.

⁷ An ad click is a click on a banner ad or button, which links to a website or landing page.

⁸ The number of desired actions completed; for example, the number of times users clicked on a link to a form, filled out the form, and then submitted the form.

⁹ Click-through is the process of a visitor clicking on a web advertisement and going to the advertiser's website.

¹⁰ Of the visitors who land on the website or advertisement, the percentage who complete a desired action.

Surveying

One way we evaluated whether the ads are reaching the target audience is by conducting surveys. We recognize that survey data is not conclusive, but directional due to poor respondent recall. We also recognize that even if a customer reported in the survey that they heard our advertisement, it is still possible that the advertisement was not what ultimately led them to contact us or that they would have chosen to contact us even had they not heard it. However, non-welfare cases (cases where parents voluntarily open a case with us) make up only about 34% of our caseload. By analyzing the response data against the case type (welfare vs. non-welfare), we could determine if there is an increase in non-welfare case openings and combine that data with the customer reported ad recognition to see if there is a correlation between advertising and customer contact. We could also tie case opening data to the phone number customers used to contact us with as well as monitoring case notes, which track what customers report as the reason they came into our offices. Comparing non-welfare case openings against customer contact data is one of the best ways to monitor the effect of this project.

Survey Method A – Intercept Card

One way we measured customer recognition of our advertisements is by asking the customers (who make approximately 2,500 visits to our office per month) if they heard or saw our ads. This single-question, hardcopy, survey intercept card is designed to be brief and easy for the customer to fill out. We used the resulting data to calculate the proportion of visiting customers who have heard or seen each ad. The purpose of this survey is to gauge whether we are reaching our target market, and if so by what digital channel. Survey data is compiled on an ongoing basis, and analysis is conducted after each phase of intervention has concluded. Figure 2 is a sample of the card. Note that it also asks for other recognition types as we conduct many types of advertising as described above.

Figure 2 – Original Survey Intercept Card

Orange County is looking for ways to reach families in need of child support services, and your feedback will help us.

Thank you for taking a moment to complete this short, anonymous survey.

Where have you heard about us?

Select all that apply to you:

☐ iHeartRadio ☐ Bus Stop ☐ Honda Center ☐ Pandora ☐ Facebook

☐ Child Support website ☐ Newspaper ☐ Magazine ☐ Coupon book ☐ Other ☐ N/A

BOTHDM

In August 2020, the survey card was edited to account for the new digital media campaign. Figure 3 is a sample of the new card containing updated response options, including those for Facebook, Instagram, and Snapchat.

Figure 3 – Revised Survey Intercept Card

***Orange County is looking for ways to reach families in need of
child support services, and your feedback will help us.
Thank you for taking a moment to complete this short, anonymous survey.***

Where have you heard about us?
Select all that apply to you:

☐ Online Radio or Podcast ☐ Website or Mobile App Advertisement ☐ Facebook ☐ Instagram

☐ Snapchat ☐ YouTube or Other Video Streaming Service ☐ Child Support Website ☐ Newspaper or Magazine

☐ Attorney ☐ Flyer or Postcard ☐ Phone Call or Letter From Child Support Services

☐ Other: _____

BOTHDM


Survey Method B – Emailed Survey

The Digital Media Email Survey was another component of the evaluation. It contained the same verbiage as the intercept survey, but it was emailed only to non-welfare cases that opened during the project phase being analyzed.¹¹ We used the resulting data to calculate the proportion of new customers who have heard or seen each ad. The purpose of this survey was to gauge whether we are reaching our target market, and if we are possibly driving behavior. However, since we cannot know whether they would have opened a case had they not heard our message, we could not make causal inferences. Survey data was compiled monthly throughout the grant period. Figure 4 is a sample of what the customer received via email within one month of opening a new case.

In August 2020, the emailed survey was edited to account for the new digital media campaign. Figure 5 is a sample of the updated options, including Facebook, Instagram, and Snapchat.

¹¹ OC CSS conducts extensive surveying and data collection on IV-A cases, and because they are not our target market, we only fielded this survey to non-welfare cases. This also prevents survey fatigue in our IV-A caseload.

Figure 4 – Original Email Survey



Orange County
Department of
Child Support Services

How Did You Hear About Child
Support Services?

Where have you heard about us? [select all that apply]

☐ iHeartRadio

☐ Bus Stop

☐ Honda Center

☐ Pandora

☐ Facebook

☐ Child Support website

☐ Newspaper

☐ Magazine

☐ Coupon Book

☐ Attorney

☐ Flyer or postcard received in the mail

☐ None of these

☐ Other (please specify)

Thank you for taking time to complete this survey! Your feedback is very valuable. If you have any questions or concerns, please do not hesitate to call us toll free at 866-901-3212 or visit our website at www.css.ocgov.com.

Figure 5 – Revised Email Survey

Where have you heard about us? [select all that apply]

☐ Online Radio or Podcast

☐ Website or Mobile App Advertisement

☐ Facebook

☐ Instagram

☐ Snapchat

☐ YouTube or Other Video Streaming Service

☐ Child Support Website

☐ Newspaper or Magazine

☐ Attorney

☐ Flyer or Postcard

☐ Phone Call or Letter from Child Support Services

☐ Other (please specify)

The surveys intentionally did not measure conversion rate, meaning, we did not ask, “Did you call or visit (or open a case with) our office as a result of hearing the advertisement?” We made this decision based on seven years of survey data where we observe that branching questions, longer surveys, and surveys asking why a customer made certain life choices have low response rates. In addition, the respondent answers often didn’t align with the case data. Lastly, personal choice questions such as these are often not straightforward, and responses are loaded with multiple life circumstances. A high burden is then placed on a respondent to boil those down to a checkbox, which deters response. Hence, we aimed for higher response rates using a simple and short survey knowing we could find out if they opened a case after the ad ran in their zip code by matching respondent data to case data. However, we know that the context and circumstances of our customers means their decision was not based solely on our advertisement regardless of the data.

Web Analytics

To track clicks and impressions, we received weekly reports from Pandora and iHeart Radio during our first two implementation phases, and from Facebook and Snapchat during our final implementation phase. We used this data to calculate the proportion of listeners who listened to the ad in its entirety, those who skipped through the ad, and those who clicked on the ad to visit our website. We also used our existing Google Analytics reports to supplement the radio reports and track website hits and “bounces” (when a user clicks on the ad but quickly closes the window, signaling that the click was possibly inadvertent). Critically, internal traffic (i.e., OC CSS staff) was filtered out, so we were not picking up our own professional use of our website. The purpose was to gauge whether the intervention is affecting traffic to our website.

We measured changes in traffic on our website during each phase when the ads were run on Pandora, iHeart Radio, Facebook, or Snapchat, and considered any seasonal trends. We routinely record activity levels on our website. These historical records were used as baseline data for measuring any changes. By comparing historical data to website activity during each phase, we could determine whether traffic increased, decreased, or stayed the same during the advertisements. To provide a comparison group, the period before the project began was compared to historical data. In general, this metric only indicates the possible effect of the ads.

In addition, we considered data on ad click activity and other data collected from our customer surveys, gathered during case openings, and obtained when customers called or visited our offices. The time frames analyzed are the periods during each phase compared to the periods before the project began and after the project ends. By examining this data, we could obtain some understanding about whether ad clicks are correlated with traffic on our website, case openings, and/or customer contact via telephone calls or office visits. Again, this examination of the data only indicates the possible effect of the ads.

Last, we analyzed data at the case level. At minimum, we can control for the effect of some major demographic characteristics on case openings. For example, we can examine case openings by gender, age, language, income, public assistance status, and geographic location during each phase as well as before and

after the project to determine if a particular demographic group experienced a significant increase in case openings.

Project Success Indicators

There are certain indicators, when viewed, in combination we believe can reveal if the project succeeded or not. The indicators we capture, monitor and report on include:

1. Website activity
 - a. Spurred by click-throughs on digital radio ads
2. Number of calls made through the dedicated phone number
3. Number of customers reporting they called or visited our office because they heard our ad
4. Number of survey respondents reporting they heard the advertisements
5. Number of positive survey respondents who also open a case during the time frame

PHASE III EVALUATION FINDINGS

An abbreviated Phase III intervention ran in April and part of May but was discontinued due to the onset of the COVID-19 pandemic. An extension on the duration of the grant period was sought and approved, and a full Phase III ad campaign ran from August 2020 to October 2020. Due to the lack of tangible results (i.e., increases in new case openings) from Phase I and Phase II, Phase III expanded upon the first two phases in these ways:

- Digital advertisements were run first on Facebook, Instagram, and Snapchat, and then on a multitude of other online platforms as a general Internet campaign.
 - The social media campaign is described below.
 - The general Internet campaign involved three media types:
 - “Display” advertisements were 320x50 pixel banners with verbiage in English or Spanish, reading “Don’t do it yourself! We’re here to help with Child Support.” Images consisted of single-parent families with children.
 - “Full Screen” advertisements were 768x1024 pixel full screen displays with verbiage in English or Spanish, reading “Every one of our thousands of families we serve looks different. Help with child support is free and easy.” Images consisted of grandparent-headed families with children.
 - Video advertisements included a 15- to 30-second audio/visual clip using similar images and verbiage as the visual-only ads.
- The social media campaign targeted fathers and mothers separately, as we assumed they would need different kinds of help during this time. Platforms included Facebook, Instagram, and Snapchat and directed customers to an online form.
 - Ads ran in two languages, depending on the intended audience, and in four styles:
 - “Diversity” styles ran with images of diverse family structures, including households headed by stepparents, grandparents, and same-sex parents. Sample verbiage included phrases like “Every one of the thousands of families we serve looks different”. These ads ran August through October in English and Spanish.

- “Office” styles ran with images of parents at the local Child Support office being assisted by staff. Sample verbiage included phrases like “Orange County Child Support Services is here for YOU.” These ads ran August through October in English and Spanish.
- “Back to School” styles ran with images of single parents helping their children with homework. Sample verbiage included phrases like “Don’t do it by yourself” and “You are not alone.” These ads ran in September in English, and in October in English and Spanish. Targeted parents included those whose activity indicated an interest in back to school shopping.
- “Short Video” styles included an abbreviated video clip featuring families and showcasing case workers as experts in child support matters. These ads ran in September and October in English only.
- Facebook and Instagram ads targeted male or female residents who use Facebook and Instagram, live in Orange County, are between the ages of 14-50, and are a parent to one child or more between the ages of 0-17.
- Snapchat ads targeted:
 - Male residents of Orange County between the ages of 13-49 who match one or more of the following audience characteristics:
 - Less than 50K household income
 - Child between the ages of 0-18
 - Education: Some high school
 - Education: High school diploma
 - Education: Some college
 - Parent
 - Occupation: Blue collar
 - Home Status: Renter
 - Female residents of Orange County between the ages of 13-49 who match one or more of the following audience characteristics:
 - Less than 50K household income
 - Child between the ages of 0-18
 - Education: Some college
 - Moms (Single)
 - Moms (1 child)
 - Moms (2+ children)
 - Moms (Child ages 0-18)
 - Life event (New child)
 - Life event (Recently single 3-12 months)
- A direct email blast targeted paying parents who had recently missed a payment and directed them to an online form. The email was sent on April 22, 2020 (please reference Appendix A for content of the email)

Social media campaign messaging included these messages:

- It’s during these times that everyone needs more support. We can help make sure your child support order matches your current circumstance.
- OC Child Support Services staff is available during these trying times.

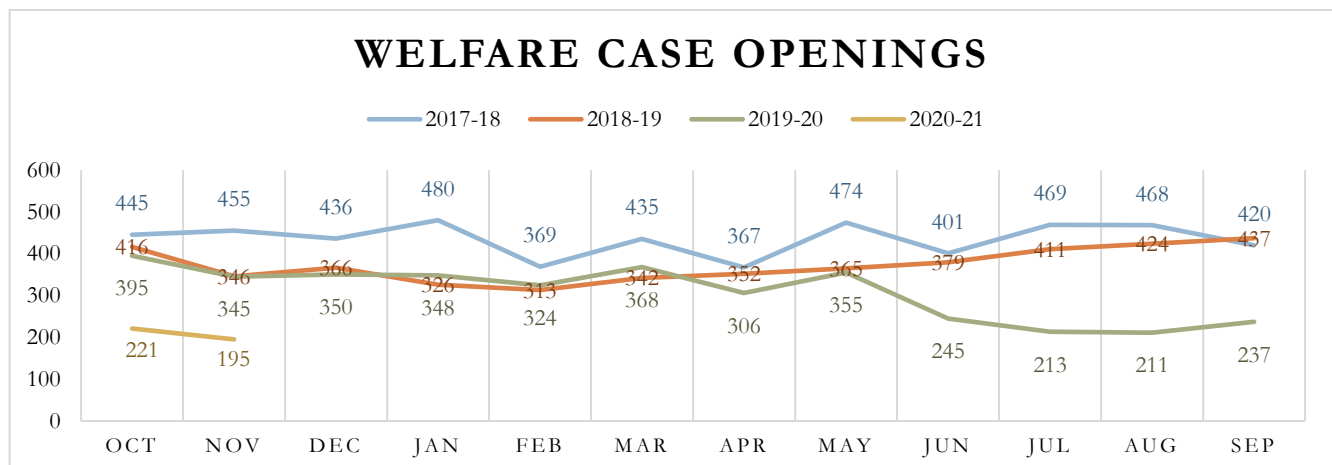
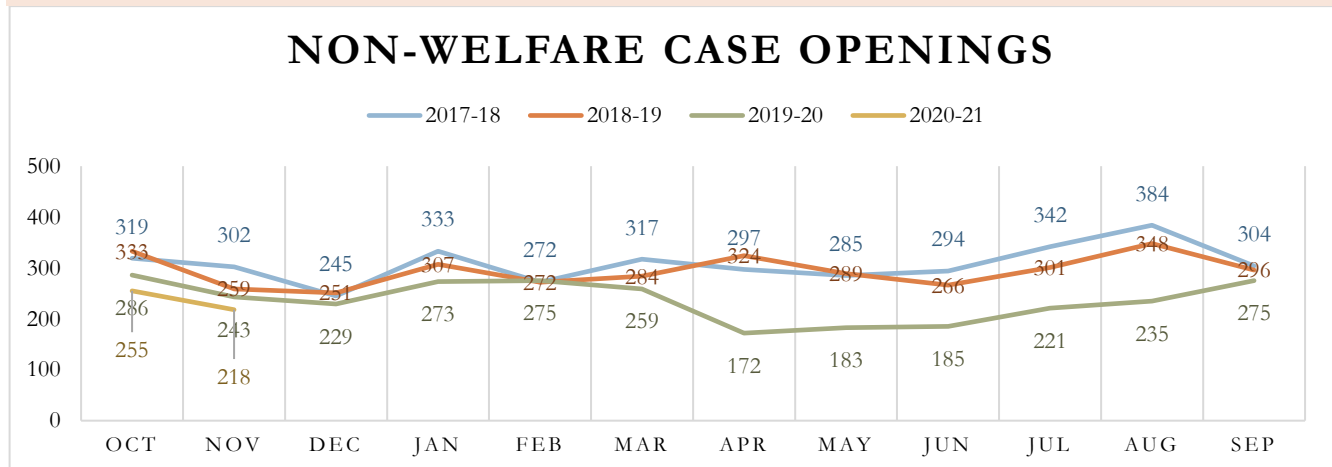
- Need help making child support payments? OC Child Support Services staff is here to help!
- Out of work? Kids home from school? Need help figuring out what to do about your child support?
- During these difficult times, families need more help. OC Child Support Services can help make sure your child support order matches your current circumstance.

The general Internet campaign ran August through October 2020, and published ads on a multitude of websites, including the L.A. Times, O.C. Register, BuzzFeed, eBay, Allrecipes, ESPN, WebMD, the Food Network, Zillow, etc.

The charts below show activity for each of our evaluation indicators.

NEW CASE OPENINGS

Question 1: Is there a difference in non-welfare case openings before, during, and after the intervention?

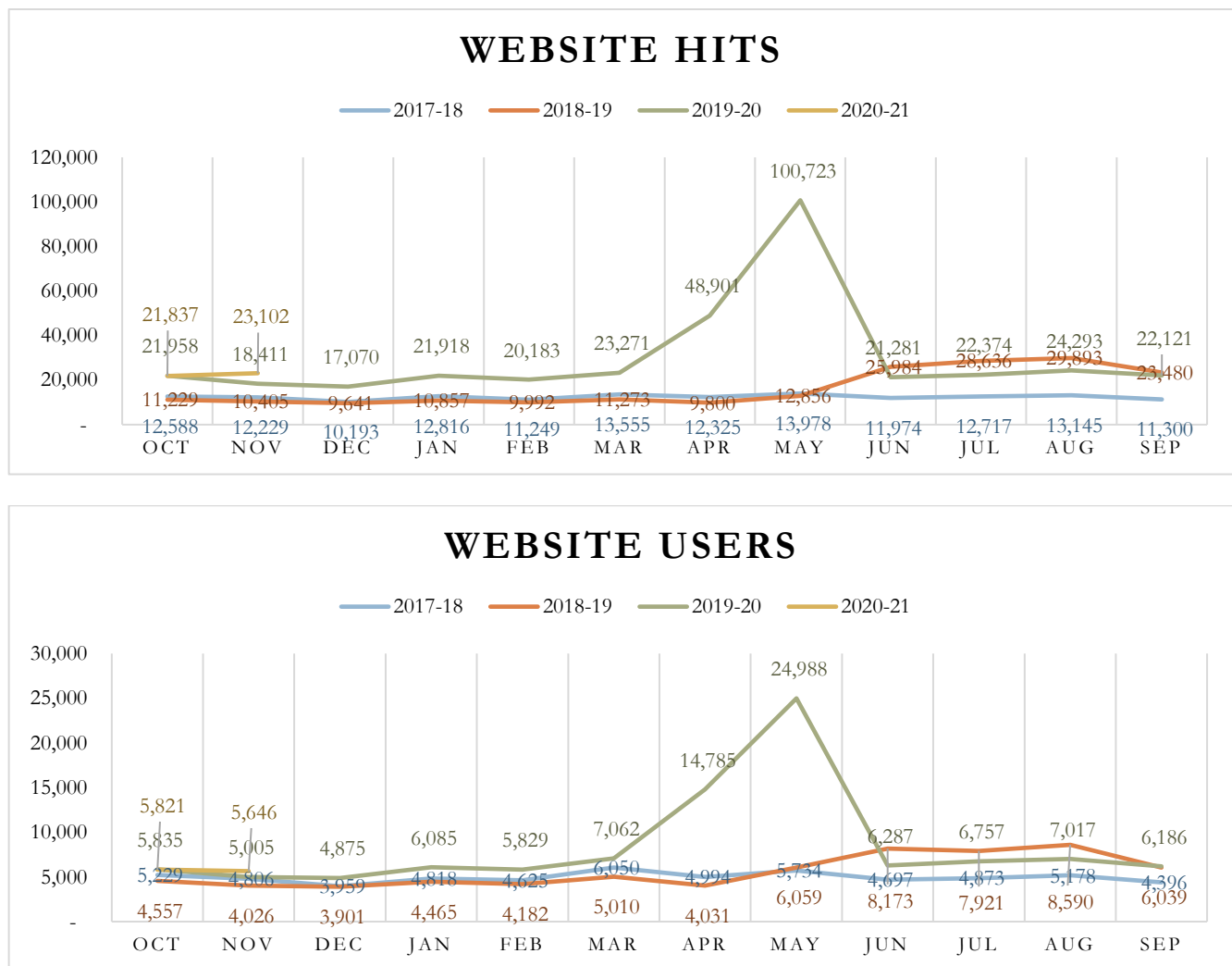


Answer: Welfare case openings have declined since the onset of the COVID-19 pandemic. Meanwhile, non-welfare case openings declined in the opening month of the pandemic but increased again during the ad campaign. It is tempting to attribute this to the ad campaign, but it could simply be due to regular monthly variation; for instance, both welfare and non-welfare case openings saw increases from August to September. Further, increases in non-welfare case openings may reflect a return to the normal rate. The

sharp drop-off in April may have been due to the lobby closure and the increased social distancing related to California's stay-at-home order.¹² Cell phone data shows that social distancing declined nationwide in late April,¹³ around the same time that non-welfare case openings began to increase. As a side note, decreases in welfare case openings were surprising, as we expected welfare cases would increase due to the pandemic-related economic recession.¹⁴

WEBSITE ANALYTICS

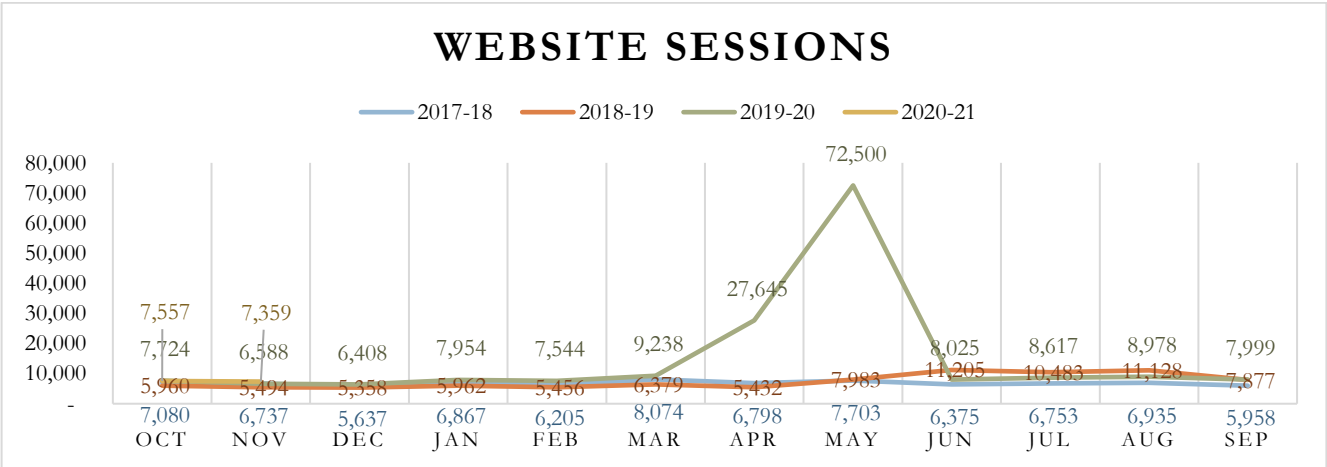
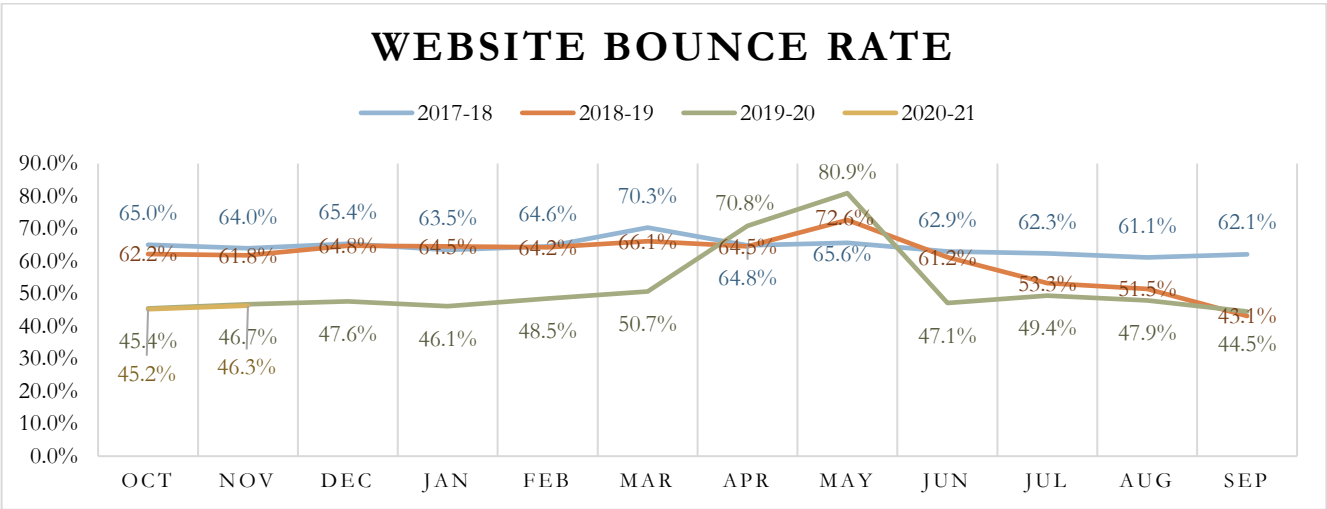
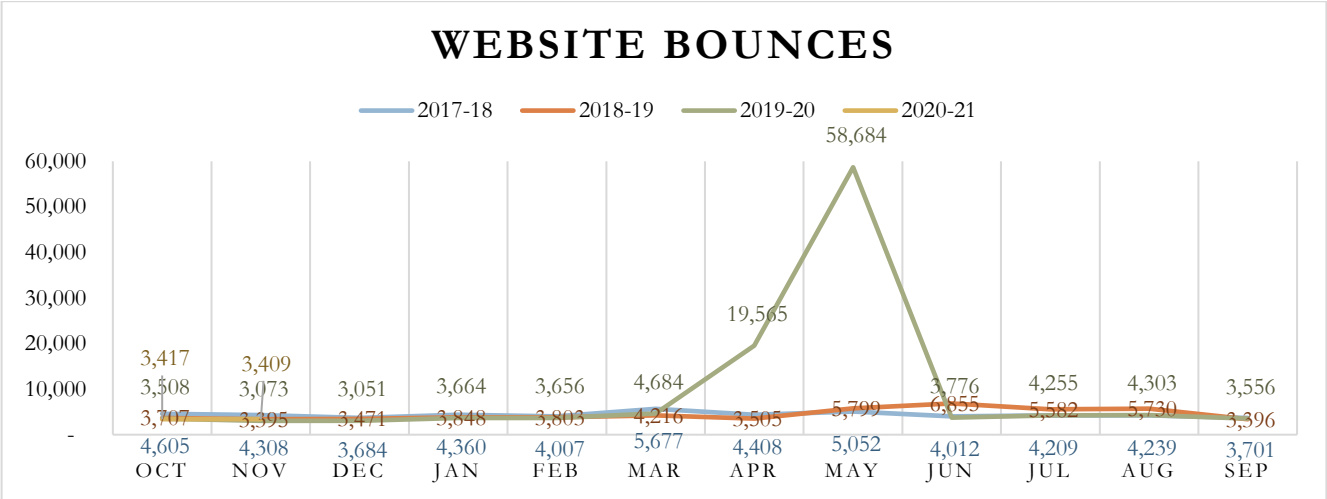
Question 2: Is there a difference in website analytics before, during, and after the intervention?



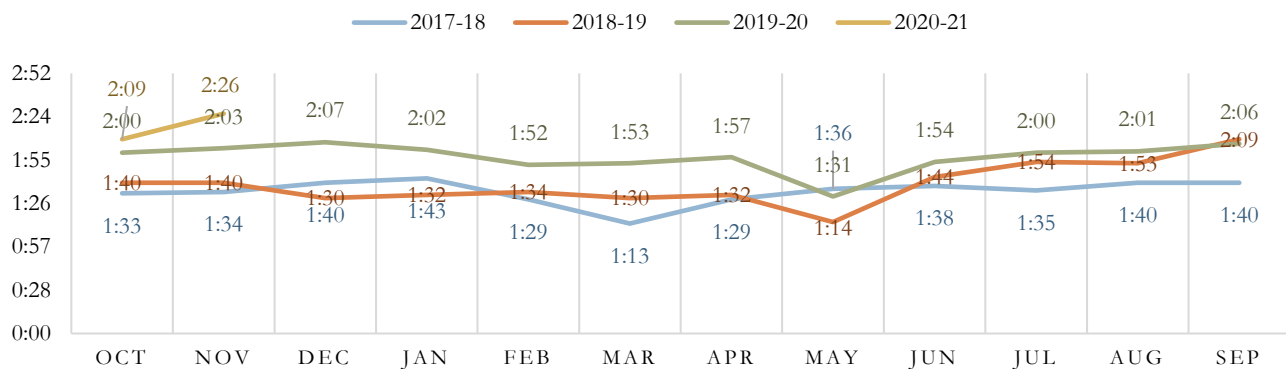
¹² <https://www.ocregister.com/2020/04/01/coronavirus-ranking-southern-californians-get-a-c-in-social-distancing/> Accessed February 25, 2021.

¹³ <https://www.npr.org/2020/05/01/849161820/mobile-phone-data-show-more-americans-are-leaving-their-homes-despite-orders> Accessed February 25, 2021.

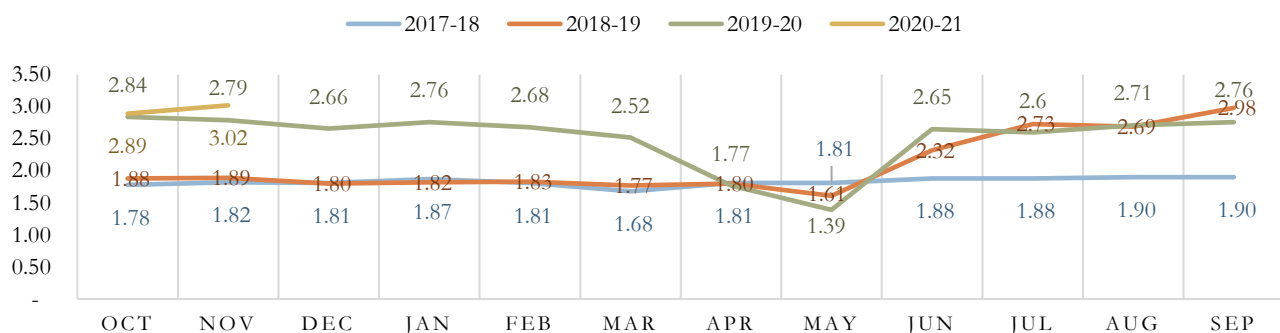
¹⁴ <https://www.worldbank.org/en/news/press-release/2020/06/08/covid-19-to-plunge-global-economy-into-worst-recession-since-world-war-ii> Accessed December 17, 2020.



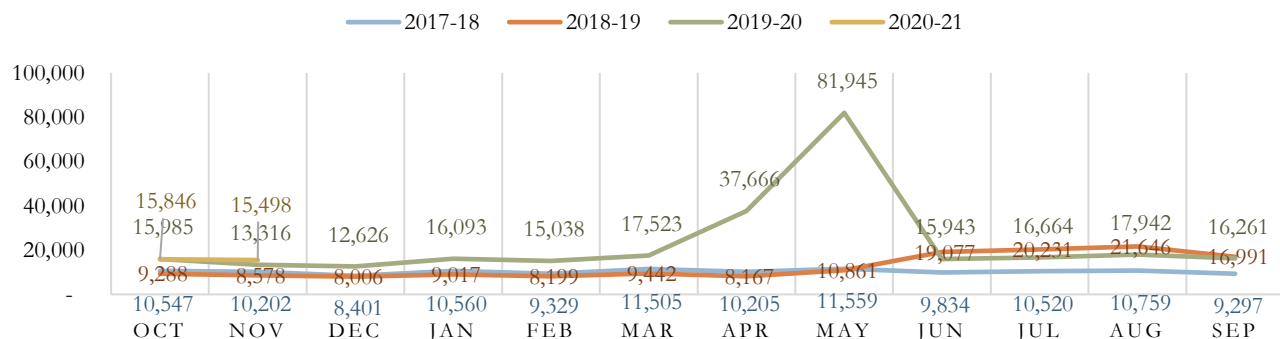
AVERAGE WEBSITE SESSION DURATION



AVERAGE WEBSITE PAGES PER SESSION



UNIQUE WEBSITE PAGEVIEWS



Answer: There was an increase in website activity during the height of the first surge of the COVID-19 pandemic, most likely because the Federal stimulus payments disbursed in April and May were garnished for back child support.¹⁵ While hits, users, bounces, bounce rate, sessions, and page views, were atypically high, pages per session and session duration dipped in May, to where they were slightly lower than baseline.

¹⁵ <https://www.usatoday.com/story/money/2020/04/14/coronavirus-stimulus-checks-can-i-get-stimulus-check-if-i-owe-child-support/5129747002/> Accessed December 17, 2020.

Perhaps this pattern was due to users searching for contact information rather than application information -- once they found contact information, they left the website. Since May, website metrics have returned to baseline, and show no year-over-year or monthly changes in response to our most recent ad campaign.

EMAIL BLAST

Question 3: Was the email blast effective in taking users to the online form?

PERFORMANCE MEASURE	PERFORMANCE	INDUSTRY STANDARD – GOVERNMENT AGENCIES ¹⁶
Open Rate	61.9%	25.9%
Click-Through Rate	16.0%	10.2%
Unique clicks to online form	78	N/A

Answer: While 62% of users opened the email, only 16% (or 78 unique users) clicked through to the online form. Of those, there were only 20 form submissions. Due to low conversion performance, we created a new landing page/form suitable for a mobile platform.

VENDOR ANALYTICS

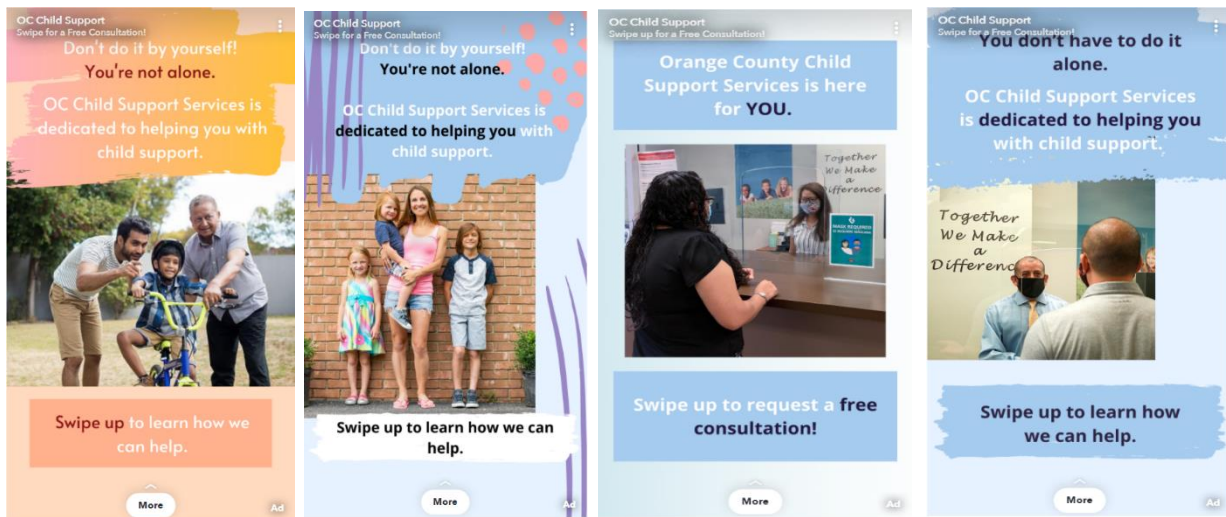
Question 4: What were the overall performance numbers by vendor platform for Intervention Phase III?

Figure 6 – Top-Performing English-Language Ads for Facebook and Instagram



¹⁶ Average email response rates for government agencies who contract with Constant Contact, as of December 2020.

https://knowledgebase.constantcontact.com/articles/KnowledgeBase/5409-average-industry-rates?ic=comm_reply%20&gl=1*nini3u*ga*MjAzODk4NDIxNi4xNjE0MDMwOTA2*ga_14T5LGLSQ3*MTYxNDMwMTQ0OC4xNy4xLjE2MTQzMDE3OTguMA..&ga=2.135082097.1390409196.1614030906-2038984216.1614030906&lang=en_US Accessed February 26, 2021.

Figure 7 – Top-Performing English-Language Ads for Snapchat**Figure 8 – Metrics for August 2020**

	Language	Ad Style	Impressions	Clicks	CTR	Avg Cost per Click
Facebook/Instagram	English	Diversity	54,896	163	0.30%	\$6.07
		Office	54,659	273	0.50%	\$2.93
	Spanish	Diversity	30,282	113	0.37%	\$3.98
		Office	14,663	85	0.58%	\$1.69
Snapchat	English	Diversity	168,970	1,225	0.72%	\$0.99
		Office	116,410	871	0.75%	\$0.98
	Spanish	Diversity	1,352	12	0.89%	\$1.12
		Office	1,403	10	0.71%	\$1.61
		Total	442,635	2,752	0.62%	

Figure 9 – Metrics for September 2020

	Language	Ad Style	Impressions	Clicks	CTR	Avg Cost per Click
Facebook/Instagram	English	Diversity	73,632	225	0.31%	\$6.00
		Office	68,230	327	0.48%	\$2.92
		Back to School	22,574	283	1.25%	\$0.79
		Short Video	9,795	101	1.03%	\$0.86
	Spanish	Diversity	50,311	186	0.37%	\$3.77
		Office	34,456	168	0.49%	\$1.76
Snapchat	English	Diversity	294,882	2,392	0.81%	\$0.99
		Office	294,882	2,440	0.83%	\$0.97
		Back to School	15,154	152	1.00%	\$1.08
		Short Video	6,932	82	1.18%	\$0.97
	Spanish	Diversity	16,473	178	1.08%	\$1.07
		Office	16,201	186	1.15%	\$1.02
Google	English	Short Video	26,393	48	0.18%	\$12.83
Total			929,915	6,768	0.73%	

Figure 10 – Metrics for October 2020

	Language	Ad Style	Impressions	Clicks	CTR	Average Cost per Click
Facebook/Instagram	English	Diversity	12,716	47	0.37%	\$4.36
		Office	26,625	150	0.56%	\$2.87
		Back to School	408,079	4,785	1.17%	\$0.79
		Short Video	384,921	2,958	0.77%	\$0.99
	Spanish	Diversity	8,016	48	0.60%	\$2.11
		Office	28,000	191	0.68%	\$2.15
		Back to School	196,716	3,152	1.60%	\$0.63
		Snapchat	English	Diversity	67,523	618
Office	48,525			474	0.98%	\$0.95
Back to School	48,399			432	0.89%	\$1.12
Short Video	85,787			858	1.00%	\$1.03
Spanish	Diversity		21,723	286	1.32%	\$0.95
	Office		18,902	259	1.37%	\$0.82
	Back to School		2,129	31	1.46%	\$0.95
	Total		1,358,061	14,289	1.05%	

Answer: The cost per landing page view on Facebook and Instagram for the main Diversity and Office styles ranged from \$2 to \$6, while the overall Snapchat cost-per-click averaged about \$1. While the family-style and office-style ads perform about equally well on Snapchat, the office-style ads garner more clicks on Facebook. The Back to School and Short Video styles produced a CTR of about 1%, representing the highest CTR of the campaign. Due to the success of the September Back to School and Short Video campaigns on Facebook -- relative to the other styles -- the number of Back to School ads were increased and the Diversity and Office ads were decreased in October. As a result, the October campaign exhibited the highest CTR of the three months, at 1.05%. Overall, the Snapchat ads brought more clicks at a lower average cost per click than the Facebook ads. The Google ads were the least cost-effective, with an average cost per click of over \$12 and a CTR of less than 0.20%.

Question 5: How many audio and display impressions were reported for the general Internet campaign?

Figure 11 – Images Used for General Internet Campaign



Figure 12 – Key Metrics, General Internet Campaign

Month	Type	Impressions	Clicks	CTR	Completes ¹⁷	Completion Rate ¹⁸
August	Display	219,796	563	0.26%	--	--
	Full Screen	92,769	4,313	4.65%	--	--
	Video	66,978	23	0.03%	63,163	94.3%
September	Display	565,852	1,110	0.20%	--	--
	Full Screen	238,891	8,671	3.63%	--	--
	Video	627,388	15	0.002%	620,427	98.9%
October	Display	353,223	333	0.09%	--	--
	Full Screen	150,796	7,772	5.15%	--	--
	Video	450,026	0	0.00%	450,026	100.0%
	Total	2,765,719	22,800	0.82%	1,133,616	99.1%

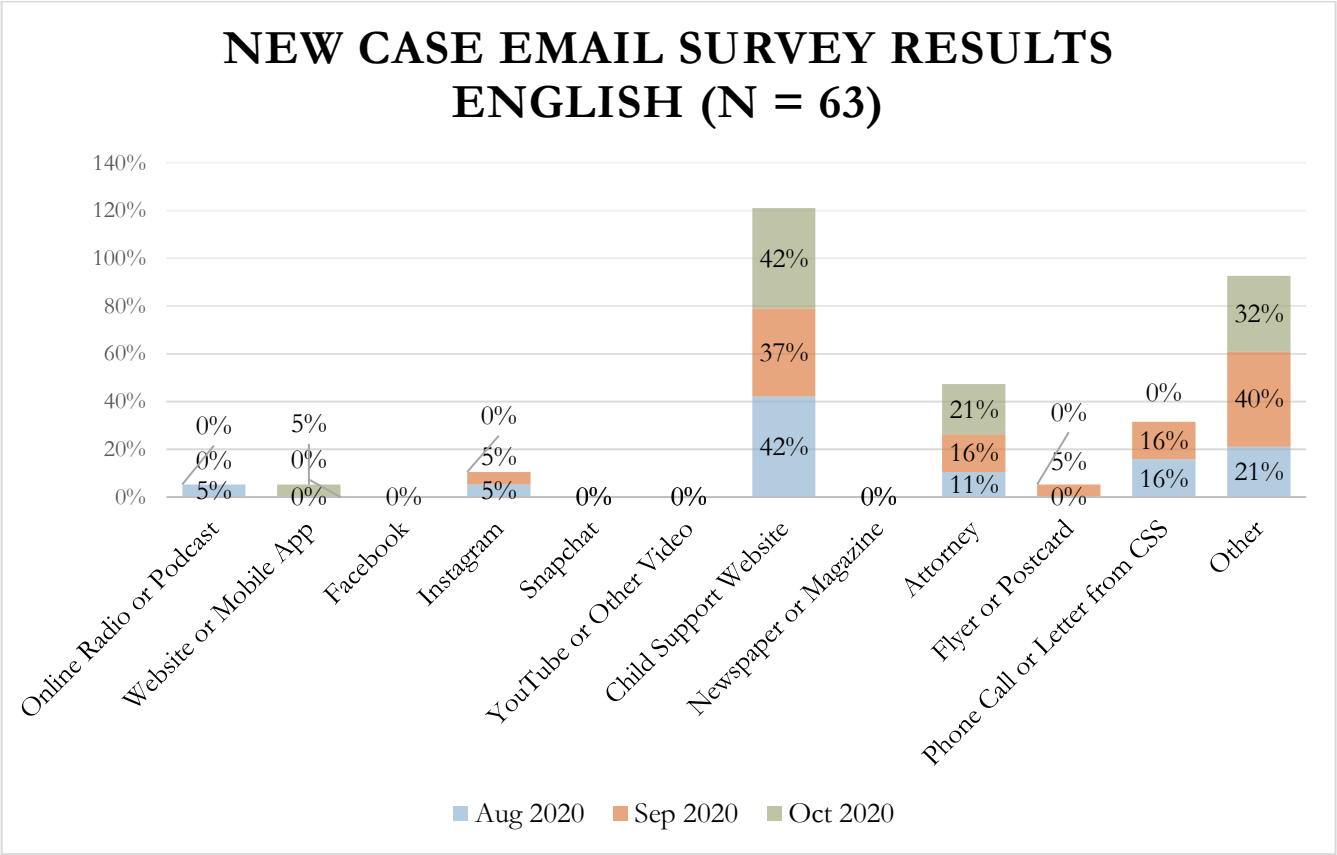
¹⁷ Here, "completes" are defined as the user viewing watching the 15- to 30-second video clip through the end.

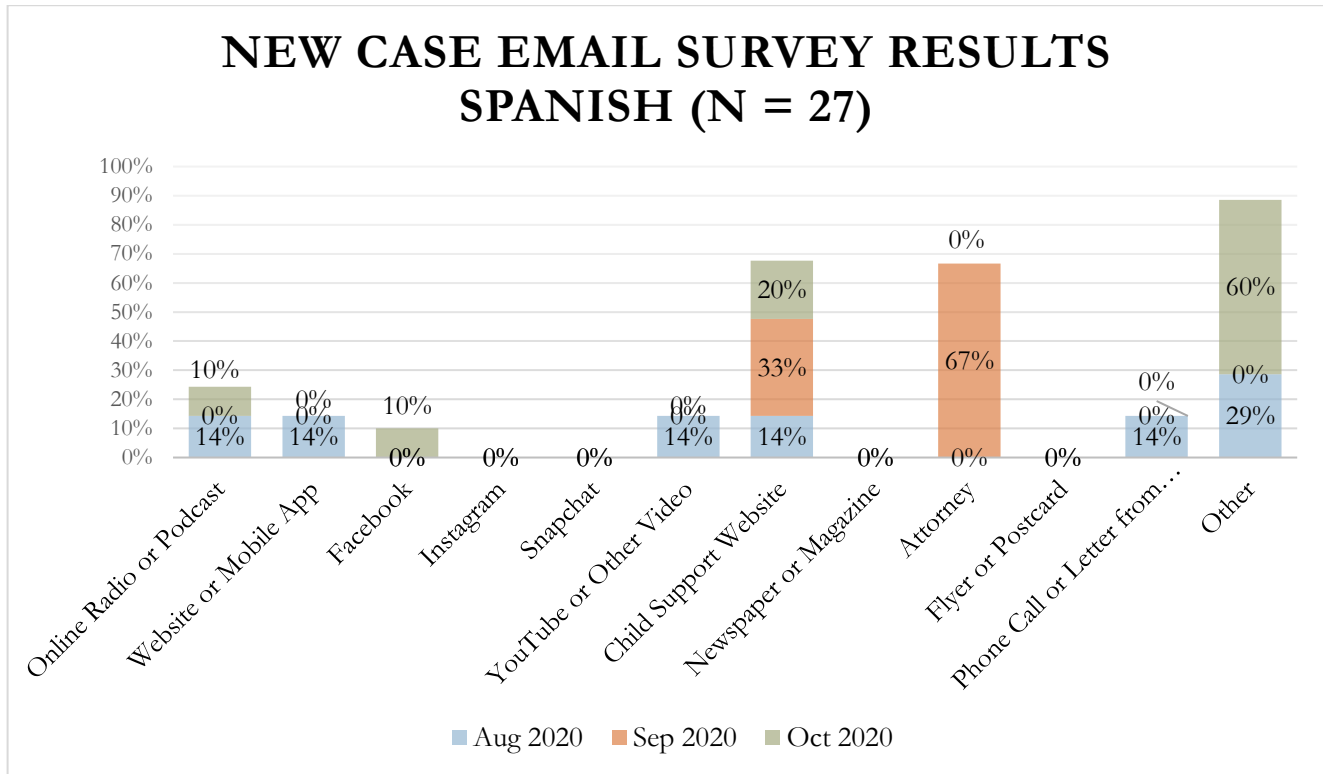
¹⁸ Completion rate is calculated by dividing the completes by impressions.

Answer: The general Internet campaign was successful in that it yielded 22,800 clicks from 2,765,719 impressions, for a respectable CTR of 0.82%. The completion rate for the video campaign was nearly 100%, indicating very few skips. The app or website garnering the most ad clicks was a solitaire app called Star Solitaire, with 2,153 clicks, followed by Grindr, the gay chat app, with 590 clicks, and Wordscape, a word puzzle game, with 350 clicks.

NEW CASE OPENING SURVEY RESULTS

Question 7: Do our new, never-assisted customers report having heard or seen our advertisements?

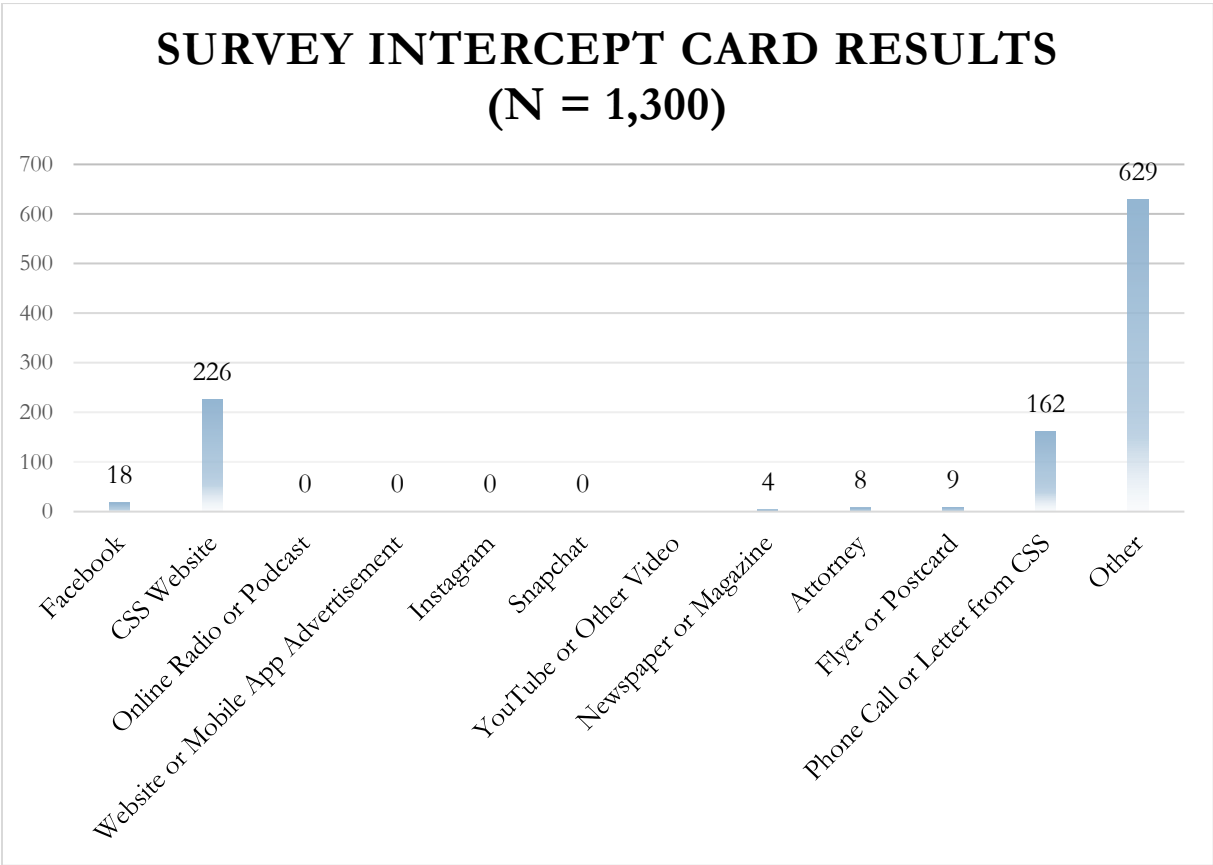




Answer: The majority of our new, non-welfare case persons who responded to the survey did not report hearing or seeing our advertisements on social media or the Internet, other than the CSS website. Two persons, one who opened a case in August and one who opened a case in September, reported seeing our ad on Instagram. One person who opened a case in October reported seeing our ad on Facebook. Popular responses in the “Other” field included variations of “friend” or “family” (n=14), “court” (n=6), “internet search” or “Google” (n=2), and “[non-TANF] social worker” (n=2).

FACE-TO-FACE SURVEY INTERCEPT RESULTS

Question 8: Do our customers making office visits report having heard/seen our advertisements?



Answer: The majority of our face-to-face customers did not report hearing or seeing our advertisements on social media or on websites or apps. Eighteen customers reported seeing our ad on Facebook, and no customers reported seeing the ads on websites, apps, Instagram, or Snapchat. Many customers (n=629) indicated that they had heard of CSS through means “other” than those listed on the survey intercept card. Of those, 68 indicated that they had heard of CSS through “friends,” 53 said they had “received a letter or call” from CSS, and 40 listed “court.”

CASE CHARACTERISTICS ANALYSIS RESULTS

Question 9: Do the case characteristics of new cases opening during the intervention period differ from that of cases that opened in the months before and after the intervention? Do they differ from cases that opened during the same period last year?

Answer: We analyzed the characteristics and found no difference in the case characteristics before or after the advertisements ran, nor from our caseload from the same period last year. The characteristics we analyzed include the following and are detailed in Appendix B:

- Case Financials
- Due, Billed and Paid
- Arrears
- Ratio of Due to Wage (RDTW)
- Federal Performance Measures 3 and 4
- Income
- Age
- Language
- Ethnicity
- Address Count
- Crossfiles¹⁹
- Employment

RECOMMENDATIONS

The results thus far reveal little to no effect of the ads on case opening, yet the ads have garnered numerous views and clicks, hence we recommend:

- Monitoring website activity over time
- Monitoring the characteristics of newly opened cases over time
- Continuing to advertise on Snapchat and other websites and mobile apps
 - We theorize that many users viewing our ads are not ready to use our services. Keeping the ads running will give our customers time to come to us when they are ready.
 - While the current click-through and completion rates are low, continued impressions and views will keep our exposure high and allow word to spread throughout the community to those parents who are ready and willing to seek our services.

CONCLUSION

Survey results showed that the majority of our face-to-face customers did not report having heard or seen our advertisements on social media or other websites and mobile apps. Eighteen out of 1,300 walk-in customers reported having seen our ad on Facebook. Yet, the click-through rate reported for the various websites and mobile apps was 0.83%, which is higher than industry standards of 0.35%. The cost-per-click for Snapchat was relatively inexpensive, at just under \$1.00.

¹⁹ A crossfile is a companion case involving a non-custodial parent or custodial party. These cases usually consist of other children by either parent with a different mother or father.

Further, there does not appear to be a difference in website hits due to the advertising campaign. The increase in website activity that occurred during the month of May 2020 appears to correspond with the release of \$1,200 stimulus checks to the American public, reflecting the increased interest due to the stimulus checks being garnished for back child support.

Likewise, the majority of our new, non-welfare cases did not report having heard the advertisements. Just two of 67 English-language respondents reported seeing the digital marketing ads (on Instagram). One of the 27 Spanish-language respondents reported seeing the ad on Facebook. And there did not appear to be an increase in non-welfare case openings during or after the ad campaign.

Given the low rates of reporting ad recognition and low response rate to surveys, it is not surprising that an analysis of case characteristics revealed no increases or decreases in year-over-year case openings. New cases did not differ from cases opened before or after the intervention in current support due, current support paid, arrears due, or arrears paid. Further, the parents on new cases did not differ in income, racial/ethnic background, preferred language, gender, crossfiles, number of addresses, or number of employers.

It is still possible that the digital ad campaign has increased general awareness of Child Support Services within our community. However, at this point in the intervention the digital marketing techniques do not appear to affect the generation of new customers.

APPENDIX A – EMAIL BLAST



OC,

It's during these times that everyone needs more support. Our child support experts are here to help.

If you have lost income, you may be eligible for a reduced child support order. We can review your order for changes based on your current income and situation so that your child support payment is set to match your circumstance. Tap the link below and we will contact you for a free consultation.

During your **FREE child support consultation**, we can also help connect you to:

- Employment services
- Housing and food assistance
- Nonprofits that can offer you other resources and support

To schedule a free and confidential consultation, please **tap the button below** to provide us with your contact information and we'll be in touch soon.

Talk to a Child Support Expert

Prefer to speak with a child support expert today?
Call (866) 901-3212 Monday - Friday, from 7 a.m. to 5 p.m.

Child support isn't something you have to figure out on your own — we're here to help every step of the way.

Sincerely,

Steven Eldred

Steven Eldred, Director
OC Child Support Services



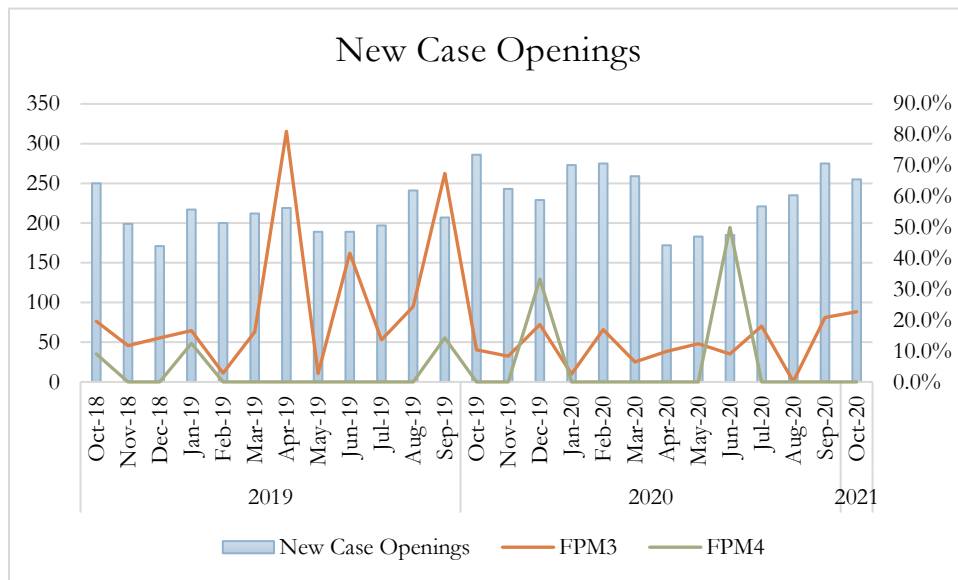
Orange County Child Support Services
www.css.ocgov.com
(866) 901-3212



Find us on 

APPENDIX B – CHARACTERISTICS

Point-in-Time Case Financials, the Month the Case Opened



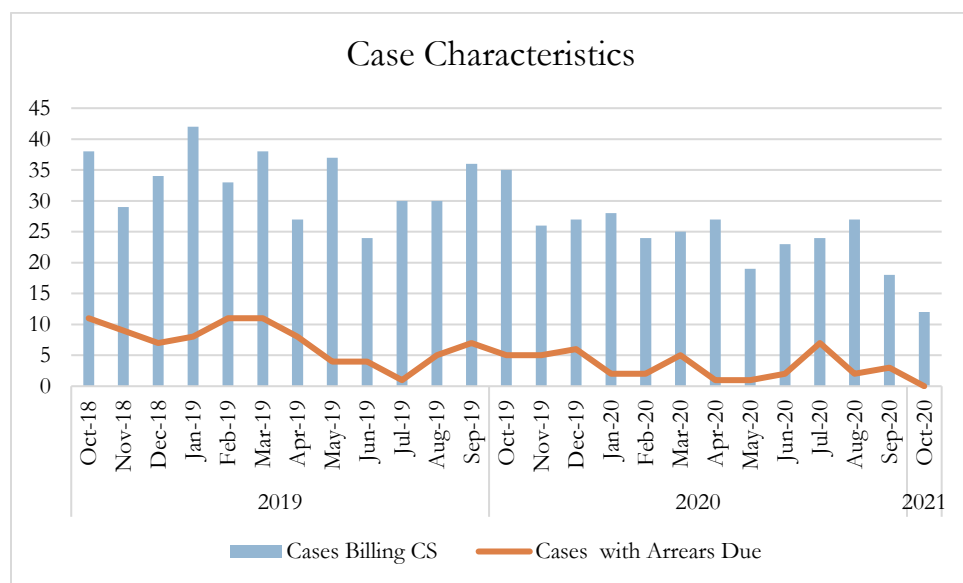
Month	New Case Openings	FPM3	FPM4
Oct-18	250	19.7%	9.1%
Nov-18	199	11.7%	0.0%
Dec-18	171	14.3%	0.0%
Jan-19	217	16.7%	12.5%
Feb-19	200	2.9%	0.0%
Mar-19	212	16.2%	0.0%
Apr-19	219	81.1%	0.0%
May-19	189	2.7%	0.0%
Jun-19	189	41.7%	0.0%
Jul-19	197	13.6%	0.0%
Aug-19	241	24.4%	0.0%
Sep-19	207	67.4%	14.3%
Oct-19	286	10.4%	0.0%
Nov-19	243	8.3%	0.0%
Dec-19	229	18.6%	33.3%
Jan-20	273	2.5%	0.0%
Feb-20	275	16.9%	0.0%
Mar-20	259	6.5%	0.0%
Apr-20	172	9.8%	0.0%
May-20	183	12.4%	0.0%
Jun-20	185	9.0%	50.0%
Jul-20	221	18.0%	0.0%
Aug-20	235	0.1%	0.0%

Sep-20	275	20.9%	0.0%
Oct-20	255	22.7%	0.0%

*FPM 3 for cases opened February 2019 is lower than usual, perhaps due to an abnormally large monthly due amount for a single case.

**FPM 3 for cases opened April 2019 is atypically high, due to a lower-than-usual total current support due value for the overall group. In other words, the denominator is unusually small for this group. Similarly, FPM 3 for cases opened September 2019 is atypically high, likely because many cases opened in April did not yet have an order established when this analysis was conducted in October.

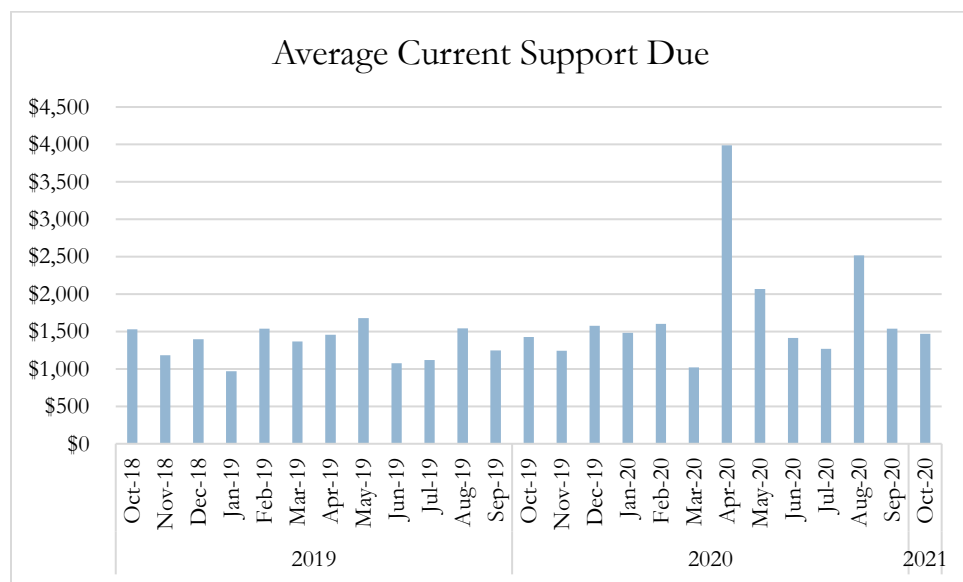
There does not seem to be a difference in the point-in-time number of new case openings, or their initial performance, before, during, or after the intervention period.



Month	Cases Billing CS	Cases with Arrears Due
Oct-18	38	11
Nov-18	29	9
Dec-18	34	7
Jan-19	42	8
Feb-19	33	11
Mar-19	38	11
Apr-19	27	8
May-19	37	4
Jun-19	24	4
Jul-19	30	1
Aug-19	30	5
Sep-19	36	7
Oct-19	35	5

Nov-19	26	5
Dec-19	27	6
Jan-20	28	2
Feb-20	24	2
Mar-20	25	5
Apr-20	27	1
May-20	19	1
Jun-20	23	2
Jul-20	24	7
Aug-20	27	2
Sep-20	18	3
Oct-20	12	0

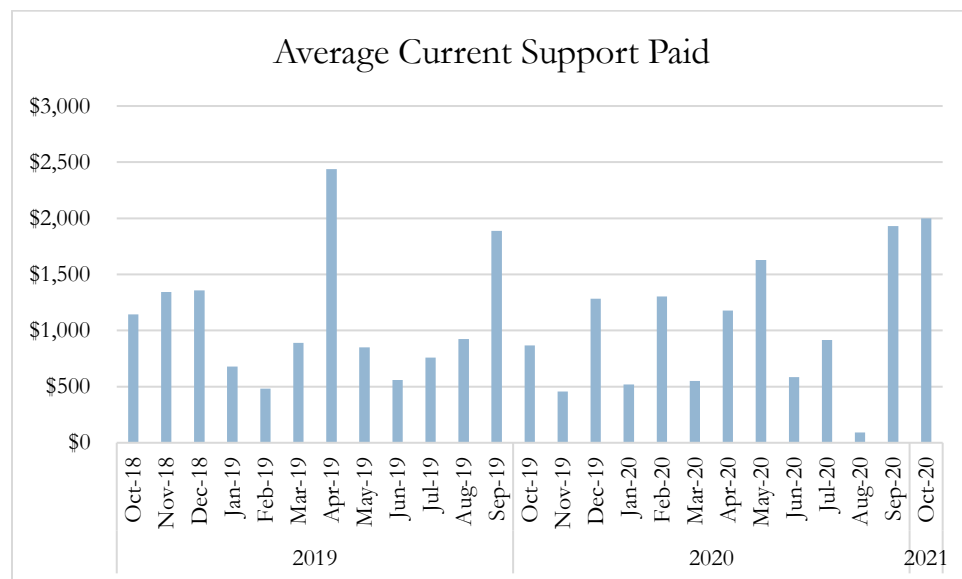
There does not seem to be a difference in the point-in-time number of new cases billing current support or the number of new cases with arrears due before, during, or after the intervention period.



Month	Average CS Due	Median CS Due	Minimum CS Due	Maximum CS Due	Total CS Due
Oct-18	\$1,530	\$721	\$1	\$8,500	\$58,136
Nov-18	\$1,183	\$812	\$102	\$5,293	\$34,293
Dec-18	\$1,397	\$994	\$100	\$7,000	\$47,496
Jan-19	\$971	\$740	\$126	\$4,205	\$40,778
Feb-19	\$1,540	\$900	\$210	\$6,000	\$50,806
Mar-19	\$1,369	\$768	\$171	\$8,000	\$52,022
Apr-19	\$1,456	\$690	\$160	\$11,226	\$39,317
May-19	\$1,681	\$792	\$100	\$18,450	\$62,180
Jun-19	\$1,077	\$891	\$194	\$3,949	\$25,851
Jul-19	\$1,119	\$825	\$36	\$5,411	\$33,571

Aug-19	\$1,543	\$635	\$275	\$9,665	\$46,277
Sep-19	\$1,247	\$868	\$173	\$8,069	\$44,898
Oct-19	\$1,428	\$1,000	\$145	\$4,642	\$49,969
Nov-19	\$1,242	\$975	\$200	\$5,730	\$32,299
Dec-19	\$1,577	\$1,184	\$149	\$7,000	\$42,575
Jan-20	\$1,484	\$770	\$230	\$9,263	\$41,539
Feb-20	\$1,604	\$800	\$100	\$6,938	\$38,492
Mar-20	\$1,021	\$550	\$50	\$6,500	\$25,514
Apr-20	\$3,990	\$1,500	\$197	\$33,005	\$107,730
May-20	\$2,068	\$1,400	\$72	\$6,500	\$39,292
Jun-20	\$1,414	\$700	\$14	\$13,000	\$32,512
Jul-20	\$1,270	\$675	\$100	\$7,058	\$30,485
Aug-20	\$2,519	\$1,147	\$100	\$27,500	\$68,011
Sep-20	\$1,538	\$512	\$170	\$10,542	\$27,686
Oct-20	\$1,469	\$1,017	\$323	\$4,200	\$17,629

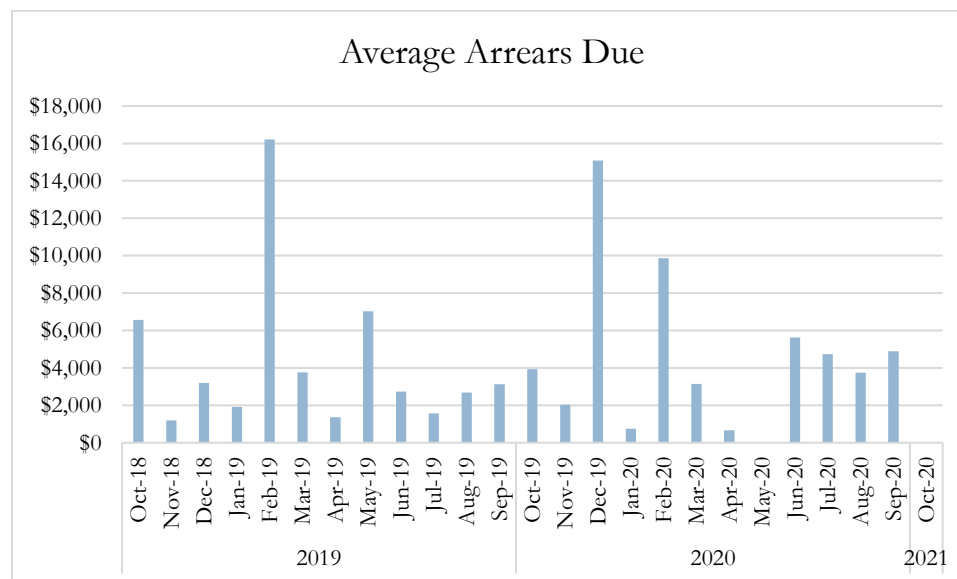
There does not seem to be a difference in the point-in-time amount of current support due for new cases before, during, or after the intervention period.



Month	Average CS Paid	Median CS Paid	Minimum CS Paid	Maximum CS Paid	Total CS Paid
Oct-18	\$1,143	\$878	\$100	\$3,300	\$11,428
Nov-18	\$1,343	\$929	\$453	\$2,647	\$4,028
Dec-18	\$1,356	\$1,377	\$354	\$2,586	\$6,782
Jan-19	\$680	\$547	\$205	\$1,450	\$6,797
Feb-19	\$484	\$451	\$100	\$900	\$1,451
Mar-19	\$890	\$396	\$100	\$5,000	\$8,007

Apr-19	\$2,438	\$1,900	\$250	\$8,971	\$21,939
May-19	\$850	\$850	\$623	\$1,076	\$1,699
Jun-19	\$560	\$403	\$50	\$1,975	\$4,478
Jul-19	\$759	\$688	\$29	\$1,600	\$4,556
Aug-19	\$925	\$420	\$144	\$4,048	\$6,477
Sep-19	\$1,887	\$670	\$413	\$7,448	\$16,980
Oct-19	\$868	\$423	\$133	\$3,495	\$5,211
Nov-19	\$456	\$350	\$312	\$700	\$2,281
Dec-19	\$1,284	\$1,321	\$553	\$1,976	\$6,419
Jan-20	\$519	\$519	\$18	\$1,020	\$1,038
Feb-20	\$1,302	\$889	\$301	\$3,838	\$6,510
Mar-20	\$551	\$400	\$75	\$1,179	\$1,654
Apr-20	\$1,177	\$1,165	\$45	\$3,127	\$10,595
May-20	\$1,627	\$1,500	\$72	\$3,309	\$4,881
Jun-20	\$586	\$565	\$162	\$1,174	\$2,931
Jul-20	\$916	\$426	\$47	\$2,946	\$5,494
Aug-20	\$92	\$92	\$92	\$92	\$92
Sep-20	\$1,930	\$2,040	\$750	\$3,000	\$5,790
Oct-20	\$2,000	\$2,000	\$1,500	\$2,500	\$4,000

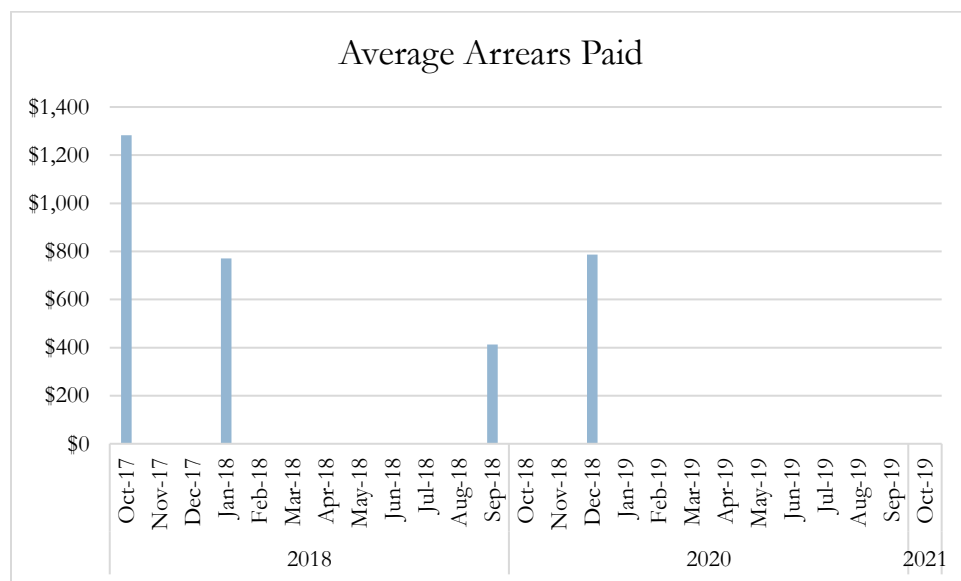
There does not seem to be a difference in the point-in-time amount of current support paid by new cases before, during, or after the intervention period.



Month	Average Arrears Due	Median Arrears Due	Minimum Arrears Due	Maximum Arrears Due	Total Arrears Due
Oct-18	\$6,574	\$4,098	\$576	\$35,924	\$65,740
Nov-18	\$1,202	\$988	\$178	\$3,253	\$9,619

Dec-18	\$3,194	\$2,657	\$454	\$7,772	\$22,357
Jan-19	\$1,921	\$1,148	\$164	\$7,653	\$13,448
Feb-19	\$16,211	\$3,115	\$106	\$124,465	\$178,321
Mar-19	\$3,769	\$1,565	\$502	\$13,332	\$30,154
Apr-19	\$1,369	\$951	\$354	\$3,432	\$9,584
May-19	\$7,028	\$3,932	\$781	\$19,467	\$28,113
Jun-19	\$2,735	\$3,255	\$202	\$4,226	\$10,938
Jul-19	\$1,574	\$1,574	\$1,574	\$1,574	\$1,574
Aug-19	\$2,683	\$1,859	\$557	\$6,455	\$10,731
Sep-19	\$3,122	\$2,417	\$1,474	\$7,353	\$15,611
Oct-19	\$3,936	\$5,061	\$202	\$7,109	\$19,679
Nov-19	\$2,030	\$1,008	\$141	\$6,509	\$10,149
Dec-19	\$15,088	\$2,287	\$150	\$60,786	\$75,441
Jan-20	\$758	\$758	\$657	\$859	\$1,515
Feb-20	\$9,872	\$9,872	\$595	\$19,150	\$19,745
Mar-20	\$3,154	\$2,833	\$758	\$6,194	\$12,618
Apr-20	\$668	\$668	\$668	\$668	\$668
May-20	\$0	\$0	\$0	\$0	\$0
Jun-20	\$5,634	\$5,634	\$5,634	\$5,634	\$5,634
Jul-20	\$4,738	\$3,665	\$756	\$11,860	\$28,426
Aug-20	\$3,743	\$3,743	\$392	\$7,095	\$7,487
Sep-20	\$4,896	\$4,896	\$1,293	\$8,498	\$9,791
Oct-20	\$0	\$0	\$0	\$0	\$0

There does not seem to be a difference in the point-in-time amount of arrears due for new cases before, during, or after the intervention period.

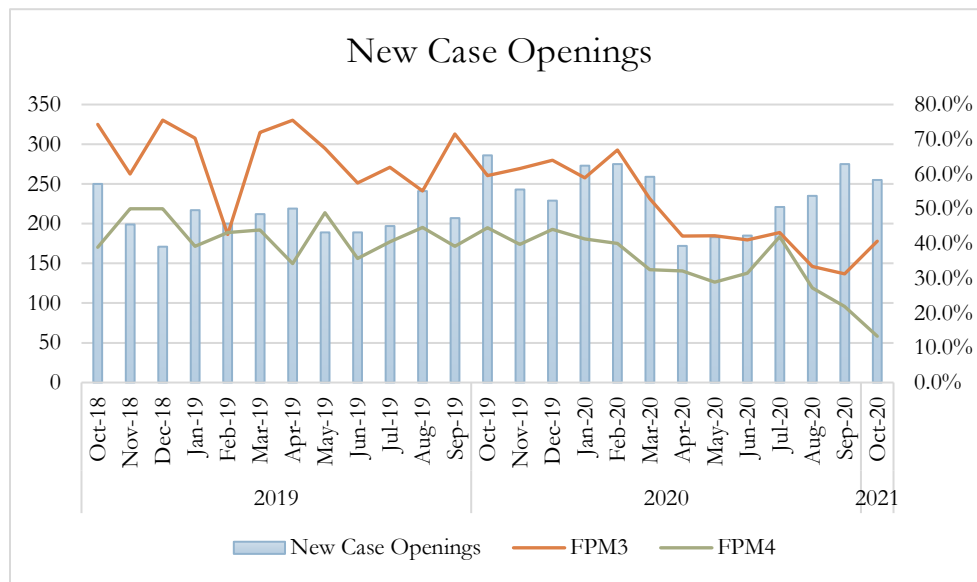


Month	Average Arrears Paid	Median Arrears Paid	Minimum Arrears Paid	Maximum Arrears Paid	Total Arrears Paid
Oct-17	\$1,282	\$1,282	\$1,282	\$1,282	\$1,282
Nov-17	\$0	\$0	\$0	\$0	\$0
Dec-17	\$0	\$0	\$0	\$0	\$0
Jan-18	\$771	\$771	\$771	\$771	\$771
Feb-18	\$0	\$0	\$0	\$0	\$0
Mar-18	\$0	\$0	\$0	\$0	\$0
Apr-18	\$0	\$0	\$0	\$0	\$0
May-18	\$0	\$0	\$0	\$0	\$0
Jun-18	\$0	\$0	\$0	\$0	\$0
Jul-18	\$0	\$0	\$0	\$0	\$0
Aug-18	\$0	\$0	\$0	\$0	\$0
Sep-18	\$413	\$413	\$413	\$413	\$413
Oct-18	\$0	\$0	\$0	\$0	\$0
Nov-18	\$0	\$0	\$0	\$0	\$0
Dec-18	\$786	\$786	\$100	\$1,472	\$1,572
Jan-19	\$0	\$0	\$0	\$0	\$0
Feb-19	\$0	\$0	\$0	\$0	\$0
Mar-19	\$0	\$0	\$0	\$0	\$0
Apr-19	\$0	\$0	\$0	\$0	\$0
May-19	\$0	\$0	\$0	\$0	\$0
Jun-19	\$0	\$0	\$0	\$0	\$0
Jul-19	\$0	\$0	\$0	\$0	\$0
Aug-19	\$0	\$0	\$0	\$0	\$0
Sep-19	\$0	\$0	\$0	\$0	\$0
Oct-19	\$0	\$0	\$0	\$0	\$0

*Minimum, maximum, average, median, and total are equal each month because no more than one case each month opened and also paid toward arrears within the same month.

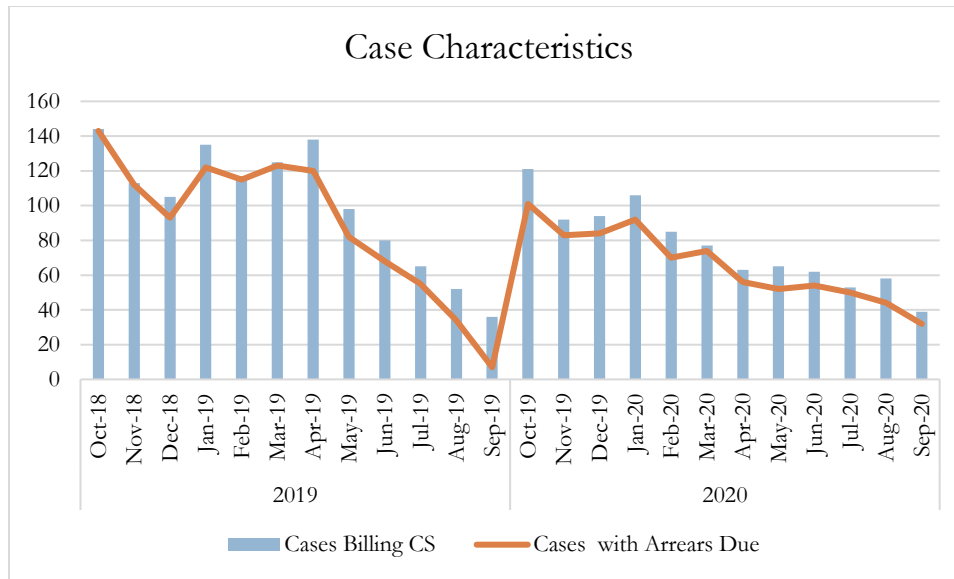
There does not seem to be a difference in the point-in-time amount of arrears paid by new cases before, during, or after the intervention period.

Latest Case Financials



Month	New Case Openings	FPM3	FPM4
Oct-18	250	74.3%	38.9%
Nov-18	199	60.0%	50.0%
Dec-18	171	75.5%	50.0%
Jan-19	217	70.3%	39.2%
Feb-19	200	42.6%	43.2%
Mar-19	212	72.0%	43.9%
Apr-19	219	75.5%	34.2%
May-19	189	67.4%	48.8%
Jun-19	189	57.4%	35.7%
Jul-19	197	61.9%	40.5%
Aug-19	241	55.1%	44.6%
Sep-19	207	71.5%	39.2%
Oct-19	286	59.6%	44.6%
Nov-19	243	61.5%	39.8%
Dec-19	229	64.0%	44.0%
Jan-20	273	58.9%	41.3%
Feb-20	275	67.0%	40.0%
Mar-20	259	52.9%	32.4%
Apr-20	172	42.1%	32.1%
May-20	183	42.2%	28.8%
Jun-20	185	41.1%	31.5%
Jul-20	221	43.2%	42.0%
Aug-20	235	33.4%	27.3%
Sep-20	275	31.3%	21.9%
Oct-20	255	40.7%	13.3%

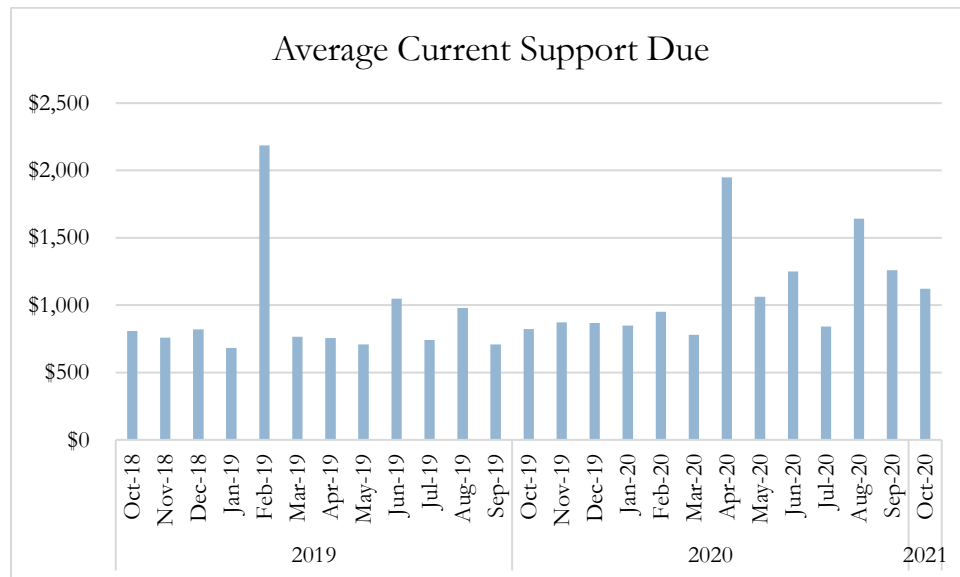
There does not seem to be a difference in the point-in-time number of new case openings, or their most recent performance, before, during, or after the intervention period. Caution should be taken due to the recent nature of these case openings; recently opened cases are still in the process of order establishment.



Month	Cases Billing CS	Cases with Arrears Due
Oct-18	144	143
Nov-18	113	112
Dec-18	105	93
Jan-19	135	122
Feb-19	116	115
Mar-19	125	123
Apr-19	138	120
May-19	98	82
Jun-19	80	68
Jul-19	65	55
Aug-19	52	34
Sep-19	36	7
Oct-19	121	101
Nov-19	92	83
Dec-19	94	84
Jan-20	106	92
Feb-20	85	70
Mar-20	77	74
Apr-20	63	56
May-20	65	52
Jun-20	62	54
Jul-20	53	50

Aug-20	58	44
Sep-20	39	32
Oct-20	21	15

There does not seem to be a difference in the latest number of new cases billing current support or the latest number of new cases with arrears due before, during, or after the intervention period. Caution should be taken due to the recent nature of these case openings; recently opened cases are still in the process of order establishment.

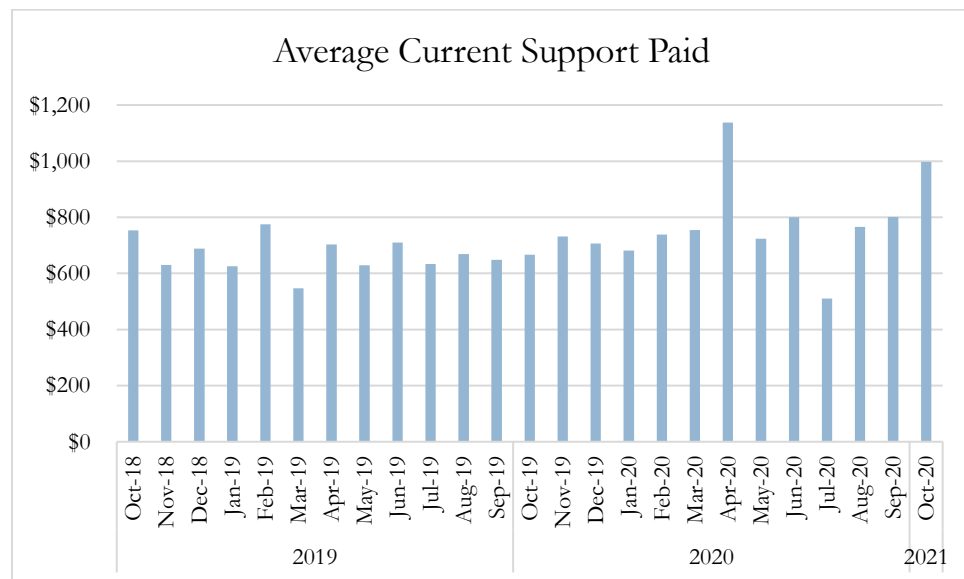


Month	Average CS Due	Median CS Due	Minimum CS Due	Maximum CS Due	Total CS Due
Oct-18	\$808	\$556	\$26	\$6,300	\$115,576
Nov-18	\$759	\$554	\$86	\$4,216	\$85,737
Dec-18	\$820	\$535	\$75	\$4,058	\$83,630
Jan-19	\$682	\$611	\$4	\$4,205	\$92,805
Feb-19	\$2,187	\$579	\$122	\$162,295	\$253,645
Mar-19	\$766	\$548	\$19	\$7,000	\$96,493
Apr-19	\$755	\$543	\$2	\$11,226	\$107,223
May-19	\$709	\$523	\$25	\$4,000	\$83,675
Jun-19	\$1,049	\$607	\$48	\$22,500	\$113,281
Jul-19	\$742	\$503	\$36	\$5,411	\$83,827
Aug-19	\$980	\$539	\$30	\$19,782	\$145,005
Sep-19	\$708	\$548	\$65	\$8,069	\$94,868
Oct-19	\$823	\$600	\$50	\$3,973	\$99,620
Nov-19	\$872	\$700	\$134	\$4,057	\$80,214
Dec-19	\$868	\$562	\$55	\$6,500	\$81,545
Jan-20	\$849	\$517	\$13	\$9,263	\$89,989
Feb-20	\$951	\$540	\$100	\$6,938	\$80,873

Mar-20	\$780	\$545	\$49	\$6,500	\$60,090
Apr-20	\$1,948	\$779	\$50	\$28,505	\$122,706
May-20	\$1,064	\$673	\$80	\$6,947	\$69,139
Jun-20	\$1,251	\$610	\$28	\$13,000	\$77,556
Jul-20	\$842	\$441	\$100	\$7,058	\$44,629
Aug-20	\$1,641	\$829	\$50	\$27,500	\$95,201
Sep-20	\$1,259	\$500	\$91	\$10,542	\$49,086
Oct-20	\$1,122	\$769	\$243	\$4,200	\$23,564

*The average current support due for February 2019 is atypical, due to an abnormally large monthly due amount for a single case. This is the exact value that was reported for this case on the CS-1257 report.

There does not seem to be a difference in the most recent amount of current support due for new cases before, during, or after the intervention period. Caution should be taken due to the recent nature of these case openings; recently opened cases are still in the process of order establishment.

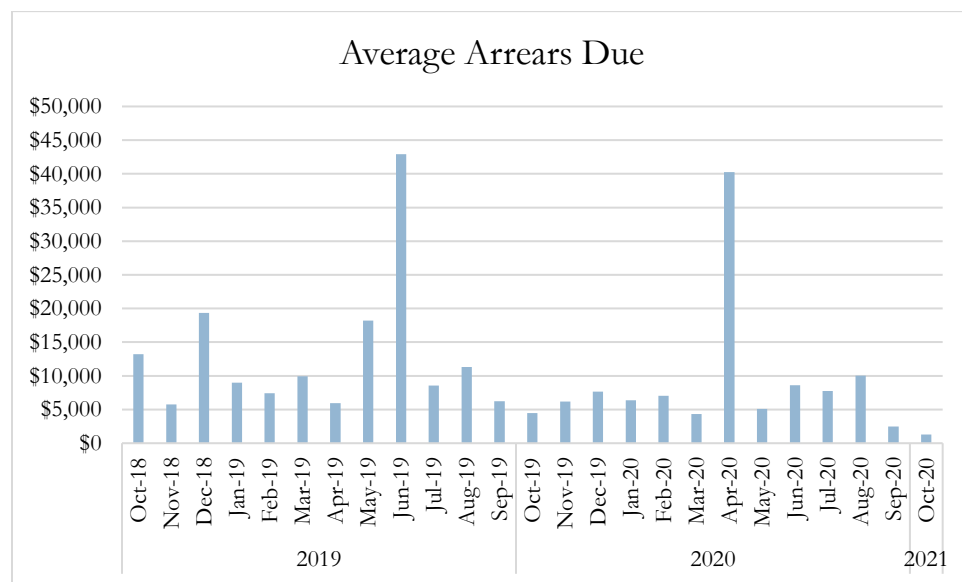


Month	Average CS Paid	Median CS Paid	Minimum CS Paid	Maximum CS Paid	Total CS Paid
Oct-18	\$753	\$515	\$18	\$4,860	\$76,844
Nov-18	\$630	\$450	\$41	\$3,055	\$56,028
Dec-18	\$688	\$497	\$8	\$2,629	\$52,299
Jan-19	\$625	\$500	\$24	\$2,153	\$61,896
Feb-19	\$775	\$570	\$8	\$5,285	\$62,008
Mar-19	\$546	\$479	\$6	\$2,000	\$54,082
Apr-19	\$703	\$522	\$2	\$6,195	\$71,711
May-19	\$629	\$450	\$15	\$3,407	\$51,608
Jun-19	\$710	\$532	\$69	\$5,000	\$58,952
Jul-19	\$634	\$447	\$0	\$5,411	\$48,781

Aug-19	\$669	\$496	\$1	\$3,856	\$73,566
Sep-19	\$649	\$500	\$25	\$7,448	\$65,505
Oct-19	\$666	\$460	\$1	\$3,151	\$57,307
Nov-19	\$732	\$592	\$82	\$3,275	\$51,208
Dec-19	\$706	\$468	\$12	\$4,000	\$52,980
Jan-20	\$682	\$448	\$103	\$5,495	\$52,478
Feb-20	\$738	\$471	\$77	\$5,338	\$46,492
Mar-20	\$754	\$492	\$33	\$4,346	\$33,943
Apr-20	\$1,138	\$663	\$29	\$10,045	\$48,913
May-20	\$723	\$455	\$67	\$4,100	\$26,042
Jun-20	\$800	\$537	\$28	\$3,500	\$31,186
Jul-20	\$511	\$350	\$27	\$1,500	\$18,900
Aug-20	\$766	\$448	\$65	\$3,013	\$31,414
Sep-20	\$801	\$500	\$52	\$3,000	\$15,217
Oct-20	\$998	\$522	\$243	\$3,275	\$9,977

*CS paid for cases opened in August and September 2019 is atypically high, likely because many cases opened in August and September did not yet have an order established when this analysis was conducted in October. It is possible that the orders that were established tended to be higher orders, and so NCPs made larger payments, leading to a higher-than-usual average. This could simply be because these cases opened so recently.

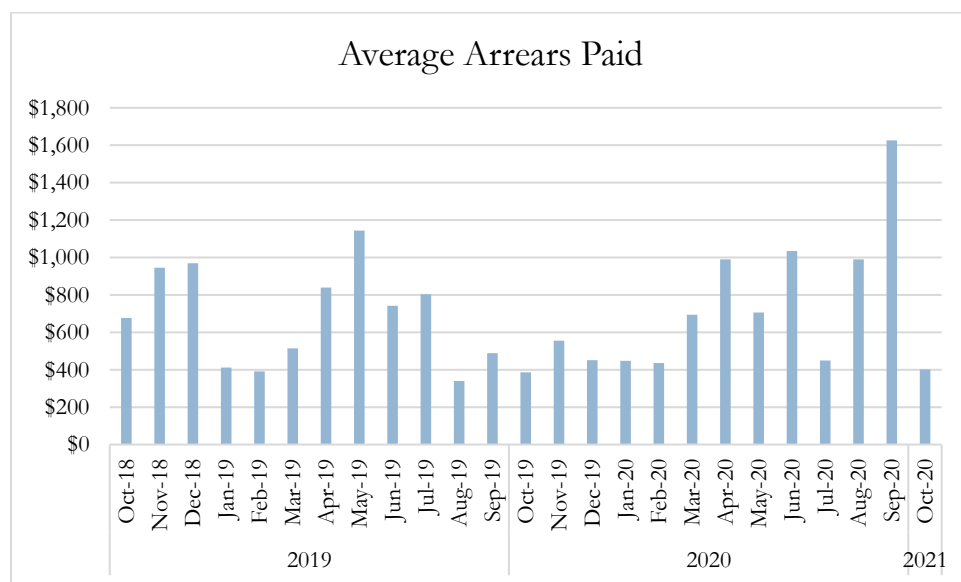
There does not seem to be a difference in the most recent amount of current support paid for new cases before, during, or after the intervention period. Caution should be taken due to the recent nature of these case openings; recently opened cases are still in the process of order establishment.



Month	Average Arrears Due	Median Arrears Due	Minimum Arrears Due	Maximum Arrears Due	Total Arrears Due
Oct-18	\$13,229	\$2,613	\$0	\$241,523	\$1,084,778
Nov-18	\$5,763	\$2,353	\$0	\$72,096	\$391,858
Dec-18	\$19,355	\$2,009	\$0	\$882,673	\$1,199,985

Jan-19	\$9,005	\$1,529	\$2	\$169,184	\$684,367
Feb-19	\$7,434	\$2,573	\$1	\$120,798	\$490,650
Mar-19	\$9,961	\$2,042	\$0	\$293,676	\$767,000
Apr-19	\$5,936	\$1,993	\$25	\$113,124	\$540,203
May-19	\$18,205	\$2,629	\$0	\$720,875	\$1,128,684
Jun-19	\$42,911	\$2,965	\$35	\$1,755,516	\$2,360,086
Jul-19	\$8,564	\$2,789	\$7	\$170,924	\$565,236
Aug-19	\$11,309	\$1,801	\$8	\$238,996	\$1,085,647
Sep-19	\$6,222	\$1,577	\$0	\$182,124	\$466,614
Oct-19	\$4,465	\$2,023	\$116	\$42,895	\$343,799
Nov-19	\$6,162	\$2,615	\$0	\$82,805	\$400,499
Dec-19	\$7,637	\$2,564	\$93	\$98,568	\$511,676
Jan-20	\$6,381	\$1,873	\$0	\$160,613	\$510,496
Feb-20	\$7,045	\$2,501	\$67	\$84,712	\$415,683
Mar-20	\$4,310	\$1,870	\$0	\$32,983	\$271,521
Apr-20	\$40,274	\$1,797	\$66	\$1,670,262	\$1,973,433
May-20	\$5,083	\$1,623	\$8	\$64,522	\$228,735
Jun-20	\$8,621	\$1,797	\$2	\$119,712	\$387,924
Jul-20	\$7,751	\$1,533	\$19	\$139,200	\$310,025
Aug-20	\$10,021	\$962	\$31	\$175,765	\$350,750
Sep-20	\$2,500	\$834	\$2	\$16,175	\$64,990
Oct-20	\$1,297	\$857	\$326	\$4,234	\$12,966

There does not seem to be a difference in the most recent amount of arrears due for new cases before, during, or after the intervention period. Caution should be taken due to the recent nature of these case openings; recently opened cases are still in the process of order establishment.



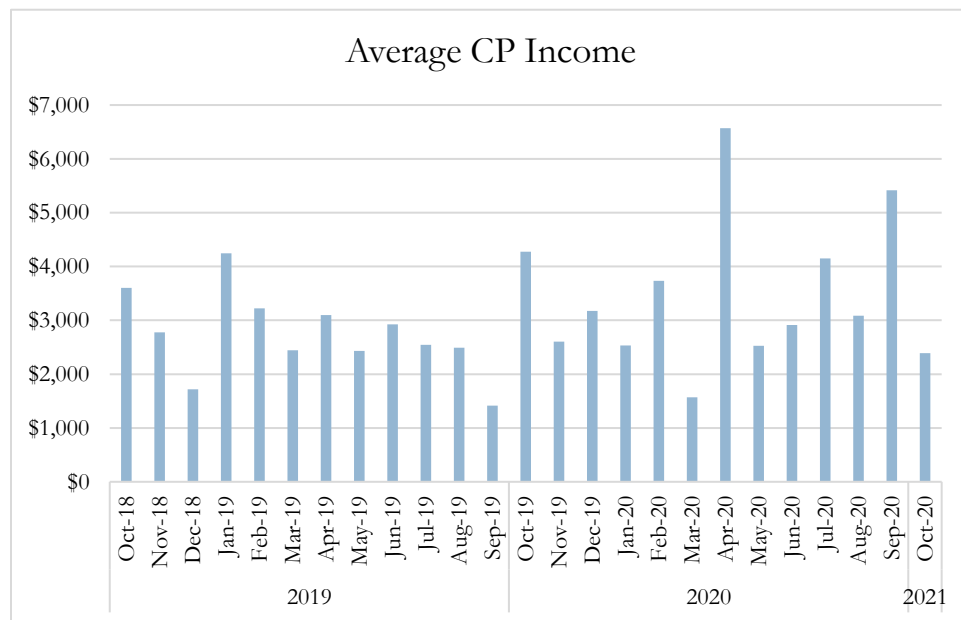
Month	Average Arrears Paid	Median Arrears Paid	Minimum Arrears Paid	Maximum Arrears Paid	Total Arrears Paid
Oct-18	\$676	\$261	\$1	\$4,169	\$25,023
Nov-18	\$945	\$310	\$11	\$7,652	\$38,762
Dec-18	\$969	\$307	\$6	\$9,282	\$34,892
Jan-19	\$412	\$271	\$3	\$2,187	\$13,993
Feb-19	\$390	\$161	\$0	\$2,729	\$14,053
Mar-19	\$515	\$280	\$0	\$4,217	\$21,612
Apr-19	\$840	\$329	\$49	\$4,436	\$28,547
May-19	\$1,144	\$200	\$5	\$30,700	\$44,604
Jun-19	\$741	\$222	\$10	\$4,807	\$18,534
Jul-19	\$803	\$297	\$0	\$6,927	\$25,706
Aug-19	\$340	\$183	\$4	\$3,018	\$17,019
Sep-19	\$488	\$237	\$5	\$3,969	\$18,550
Oct-19	\$386	\$200	\$2	\$1,556	\$16,597
Nov-19	\$555	\$127	\$0	\$7,902	\$17,209
Dec-19	\$451	\$177	\$10	\$2,522	\$15,320
Jan-20	\$447	\$271	\$7	\$3,084	\$16,531
Feb-20	\$436	\$278	\$8	\$1,900	\$11,339
Mar-20	\$694	\$180	\$10	\$8,148	\$15,279
Apr-20	\$989	\$303	\$5	\$5,048	\$17,806
May-20	\$707	\$224	\$4	\$3,842	\$9,185
Jun-20	\$1,034	\$150	\$1	\$7,712	\$16,539
Jul-20	\$449	\$348	\$0	\$2,317	\$8,529
Aug-20	\$989	\$332	\$23	\$5,808	\$10,881
Sep-20	\$1,625	\$231	\$16	\$8,541	\$11,377
Oct-20	\$401	\$401	\$301	\$500	\$801

Month	Average Arrears Paid	Median Arrears Paid	Minimum Arrears Paid	Maximum Arrears Paid	Total Arrears Paid
Oct-18	\$676	\$261	\$1	\$4,169	\$25,023
Nov-18	\$945	\$310	\$11	\$7,652	\$38,762
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Sep-20	\$1,625	\$231	\$16	\$8,541	\$11,377
Oct-20	\$401	\$401	\$301	\$500	\$801

There does not seem to be a difference in the most recent amount of arrears paid for new cases before, during, or after the intervention period. Caution should be taken due to the recent nature of these case openings; recently opened cases are still in the process of order establishment.

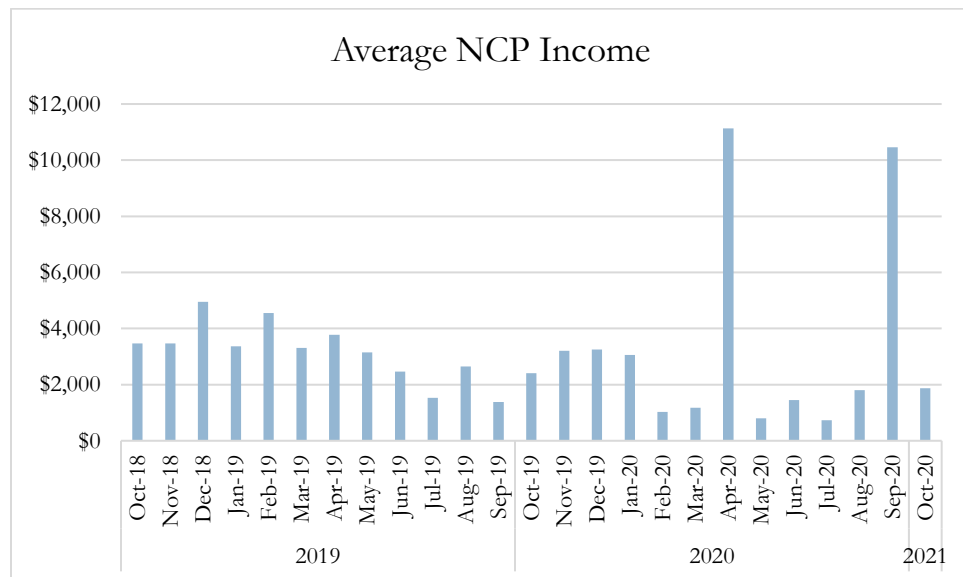
Point-in-Time Case Demographics



Month	Average CP Income	Median CP Income	Minimum CP Income	Maximum CP Income
Oct-18	\$3,604	\$1,555	\$64	\$39,977
Nov-18	\$2,774	\$1,960	\$25	\$19,970
Dec-18	\$1,719	\$1,098	\$9	\$12,063
Jan-19	\$4,243	\$2,097	\$58	\$34,815
Feb-19	\$3,222	\$1,196	\$23	\$31,398

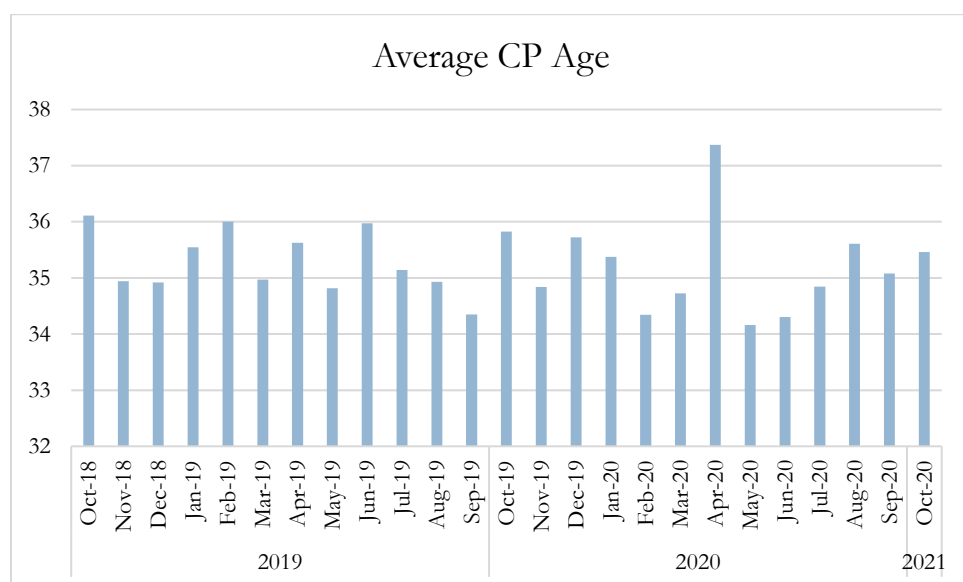
Mar-19	\$2,445	\$1,615	\$13	\$10,829
Apr-19	\$3,099	\$1,595	\$175	\$27,129
May-19	\$2,432	\$1,641	\$3	\$10,020
Jun-19	\$2,925	\$2,232	\$51	\$14,219
Jul-19	\$2,547	\$1,182	\$23	\$16,393
Aug-19	\$2,489	\$1,144	\$57	\$27,044
Sep-19	\$1,418	\$867	\$15	\$5,878
Oct-19	\$4,273	\$1,354	\$12	\$33,622
Nov-19	\$2,607	\$987	\$45	\$22,787
Dec-19	\$3,177	\$1,176	\$73	\$26,033
Jan-20	\$2,531	\$1,010	\$207	\$17,078
Feb-20	\$3,733	\$2,620	\$74	\$12,459
Mar-20	\$1,571	\$1,004	\$5	\$5,549
Apr-20	\$6,573	\$1,886	\$224	\$36,742
May-20	\$2,527	\$3,021	\$964	\$3,504
Jun-20	\$2,916	\$1,036	\$113	\$11,761
Jul-20	\$4,149	\$1,774	\$1	\$23,937
Aug-20	\$3,087	\$1,558	\$1,068	\$12,123
Sep-20	\$5,415	\$1,973	\$289	\$37,432
Oct-20	\$2,387	\$1,696	\$463	\$6,441

There does not seem to be a difference in CP income for new cases before, during, or after the intervention period.



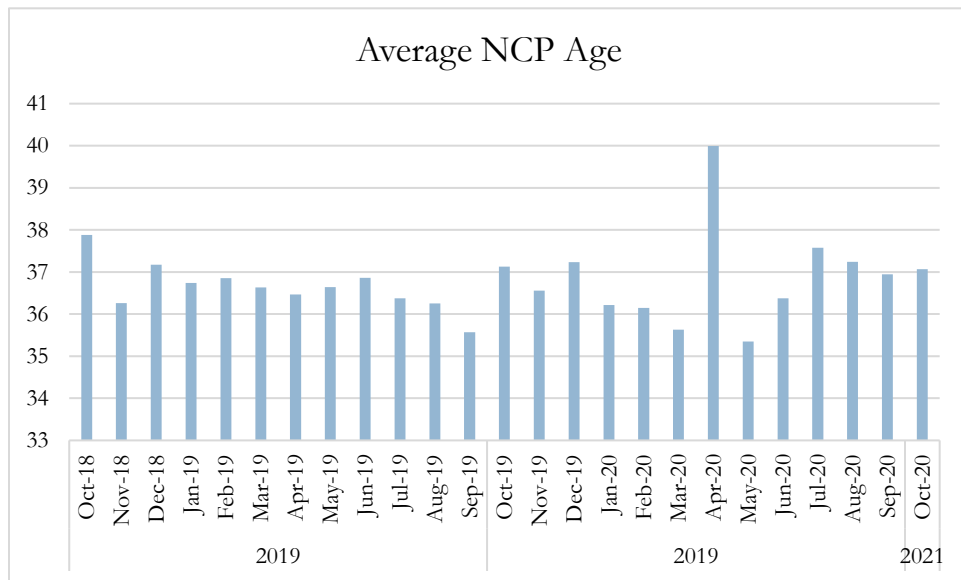
Month	Average NCP Income	Median NCP Income	Minimum NCP Income	Maximum NCP Income
Oct-18	\$3,464	\$2,395	\$0	\$34,423
Nov-18	\$3,466	\$2,509	\$10	\$25,708
Dec-18	\$4,953	\$3,000	\$1	\$79,734
Jan-19	\$3,361	\$2,486	\$6	\$17,155
Feb-19	\$4,555	\$2,530	\$2	\$103,937
Mar-19	\$3,313	\$2,480	\$2	\$17,415
Apr-19	\$3,774	\$2,321	\$0	\$83,675
May-19	\$3,144	\$2,155	\$3	\$46,977
Jun-19	\$2,469	\$970	\$6	\$21,438
Jul-19	\$1,528	\$908	\$1	\$8,686
Aug-19	\$2,643	\$1,270	\$0	\$27,151
Sep-19	\$1,383	\$993	\$1	\$8,333
Oct-19	\$2,409	\$662	\$1	\$12,279
Nov-19	\$3,212	\$924	\$4	\$24,043
Dec-19	\$3,250	\$1,153	\$19	\$28,413
Jan-20	\$3,054	\$1,969	\$87	\$13,655
Feb-20	\$1,023	\$868	\$2	\$3,475
Mar-20	\$1,175	\$608	\$10	\$3,521
Apr-20	\$11,136	\$1,060	\$3	\$70,833
May-20	\$805	\$429	\$191	\$3,009
Jun-20	\$1,456	\$962	\$107	\$4,497
Jul-20	\$737	\$648	\$5	\$1,600
Aug-20	\$1,806	\$1,011	\$184	\$8,200
Sep-20	\$10,461	\$480	\$36	\$47,575
Oct-20	\$1,875	\$1,643	\$48	\$5,371

NCP income appears to be lower in recent months, likely due to the economic effects of the pandemic. Months with relatively high instances of NCP income likely reflect the lower numbers of NCPs with reported income; thus, outliers tend to have a greater impact on the average value.



Month	Average CP Age	Median CP Age	Minimum CP Age	Maximum CP Age
Oct-18	36	36	17	80
Nov-18	35	34	17	69
Dec-18	35	34	19	55
Jan-19	36	34	19	70
Feb-19	36	35	17	65
Mar-19	35	34	17	74
Apr-19	36	35	16	66
May-19	35	34	17	72
Jun-19	36	35	18	76
Jul-19	35	35	14	73
Aug-19	35	35	15	74
Sep-19	34	33	17	66
Oct-19	36	35	18	71
Nov-19	35	34	19	59
Dec-19	36	35	17	70
Jan-20	35	34	17	73
Feb-20	34	35	19	61
Mar-20	35	33	18	70
Apr-20	37	39	19	58
May-20	34	33	16	55
Jun-20	34	34	19	60
Jul-20	35	34	14	75
Aug-20	36	35	17	58
Sep-20	35	34	18	67
Oct-20	35	35	15	59

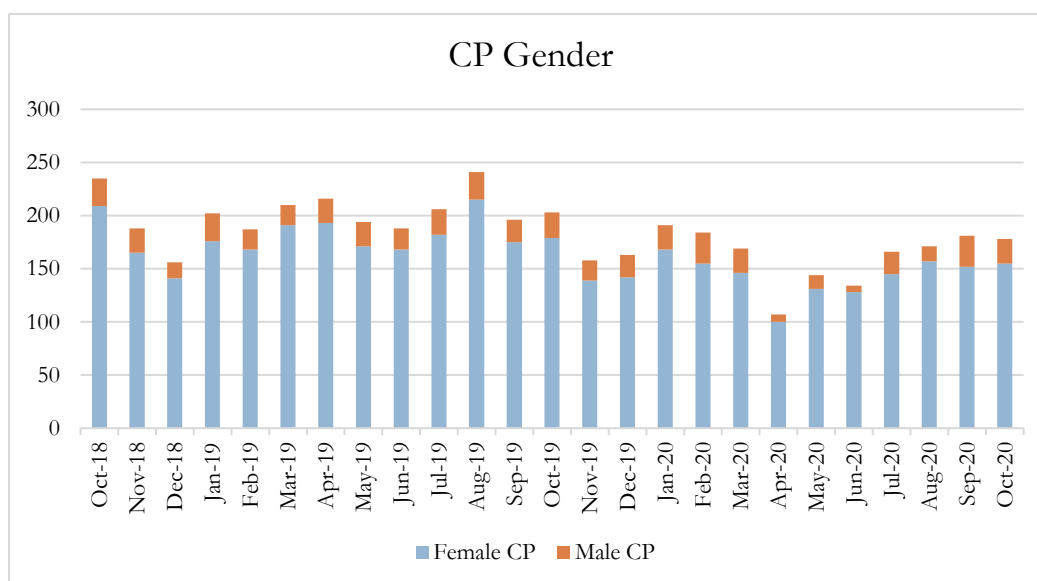
There does not seem to be a difference in CP age for new cases before, during, or after the intervention period.



Month	Average NCP Age	Median NCP Age	Minimum NCP Age	Maximum NCP Age
Oct-18	38	38	17	75
Nov-18	36	35	17	64
Dec-18	37	36	18	71
Jan-19	37	36	19	62
Feb-19	37	36	16	75
Mar-19	37	37	16	66
Apr-19	36	35	18	73
May-19	37	36	20	64
Jun-19	37	36	17	79
Jul-19	36	36	15	74
Aug-19	36	36	17	62
Sep-19	36	35	16	65
Oct-19	37	36	19	76
Nov-19	37	36	18	59
Dec-19	37	36	18	61
Jan-20	36	37	16	63
Feb-20	36	35	19	62
Mar-20	36	34	20	65
Apr-20	40	40	20	70
May-20	35	34	19	59
Jun-20	36	36	19	65
Jul-20	38	35	20	62

Aug-20	37	37	19	63
Sep-20	37	35	19	67
Oct-20	37	36	15	63

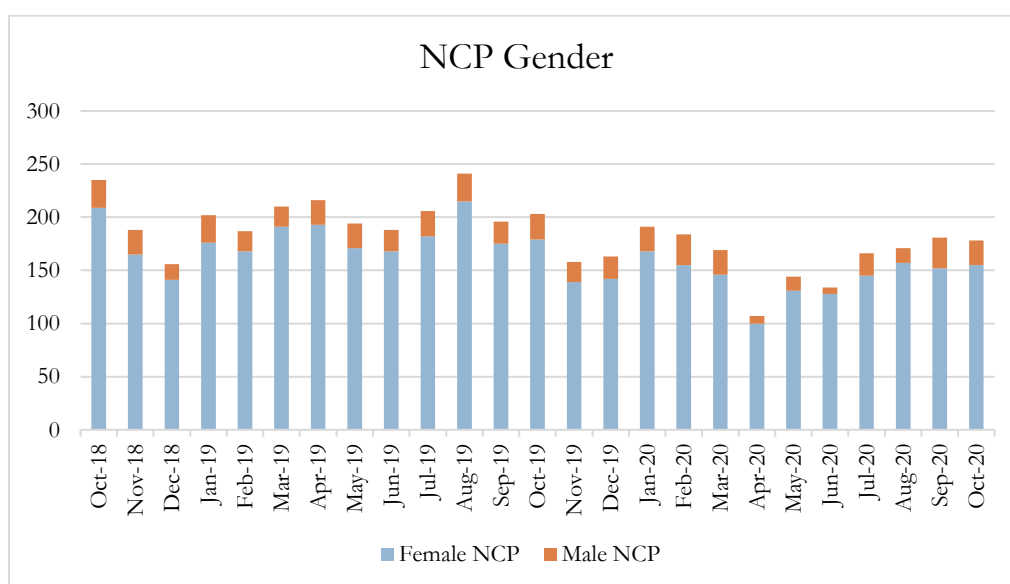
There does not seem to be a difference in NCP age for new cases before, during, or after the intervention period.



Month	Female CP	Male CP	Percent Female CP	Percent Male CP
Oct-18	209	26	84%	10%
Nov-18	165	23	83%	12%
Dec-18	141	15	82%	9%
Jan-19	176	26	81%	12%
Feb-19	168	19	84%	10%
Mar-19	191	19	87%	9%
Apr-19	193	23	85%	10%
May-19	171	23	86%	12%
Jun-19	168	20	84%	10%
Jul-19	182	24	83%	11%
Aug-19	215	26	86%	10%
Sep-19	175	21	85%	10%
Oct-19	179	24	84%	11%
Nov-19	139	19	80%	11%
Dec-19	142	21	84%	12%
Jan-20	168	23	82%	11%
Feb-20	155	29	82%	15%
Mar-20	146	23	83%	13%

Apr-20	100	7	87%	6%
May-20	131	13	86%	9%
Jun-20	128	6	93%	4%
Jul-20	145	21	85%	12%
Aug-20	157	14	85%	8%
Sep-20	152	29	82%	16%
Oct-20	155	23	85%	13%

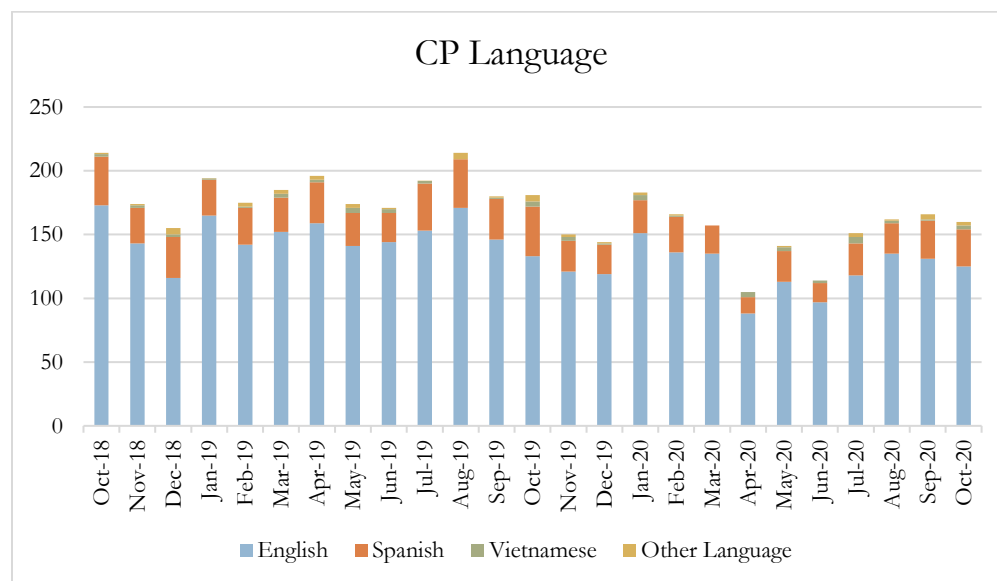
There does not seem to be a difference in the distribution of CP gender for new cases before, during, or after the intervention period.



Month	Female NCP	Male NCP	Percent Female NCP	Percent Male NCP
Oct-18	209	26	10%	87%
Nov-18	165	23	14%	82%
Dec-18	141	15	11%	84%
Jan-19	176	26	12%	85%
Feb-19	168	19	9%	86%
Mar-19	191	19	8%	90%
Apr-19	193	23	12%	86%
May-19	171	23	11%	87%
Jun-19	168	20	14%	85%
Jul-19	182	24	12%	86%
Aug-19	215	26	11%	86%
Sep-19	175	21	11%	88%
Oct-19	179	24	12%	86%
Nov-19	139	19	13%	83%
Dec-19	142	21	14%	84%

Jan-20	168	23	12%	84%
Feb-20	155	29	16%	82%
Mar-20	146	23	14%	83%
Apr-20	100	7	6%	91%
May-20	131	13	10%	86%
Jun-20	128	6	5%	94%
Jul-20	145	21	12%	87%
Aug-20	157	14	9%	86%
Sep-20	152	29	15%	83%
Oct-20	155	23	14%	85%

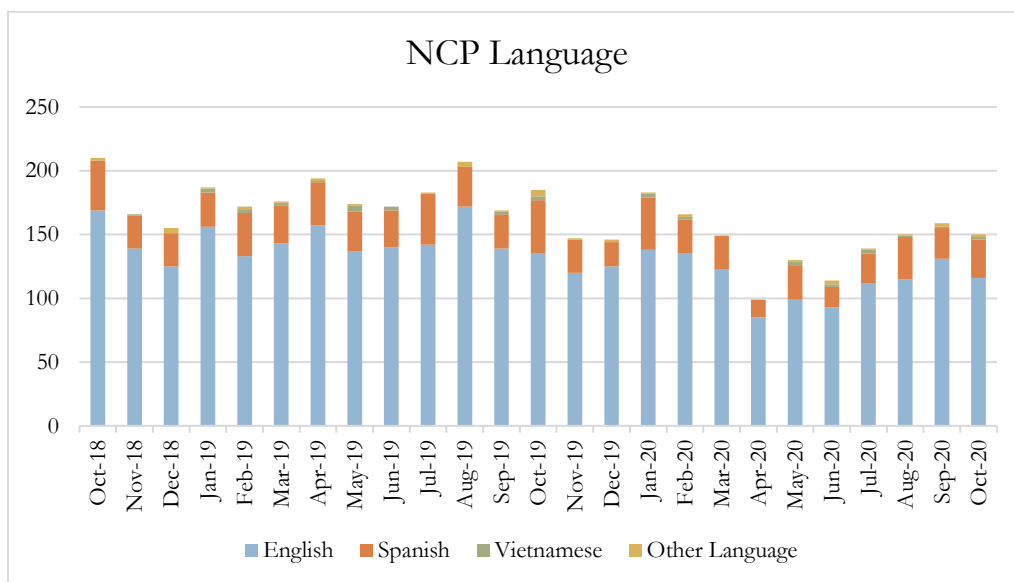
There does not seem to be a difference in the distribution of NCP gender for new cases before, during, or after the intervention period.



Month	English	Percent English	Spanish	Percent Spanish	Vietnamese	Percent Vietnamese	Other Language	Percent Other
Oct-18	173	69%	38	15%	2	1%	1	0%
Nov-18	143	72%	28	14%	2	1%	1	1%
Dec-18	116	68%	32	19%	2	1%	5	3%
Jan-19	165	76%	28	13%	1	0%	0%	0%
Feb-19	142	71%	29	15%	1	1%	3	2%
Mar-19	152	69%	27	12%	3	1%	3	1%
Apr-19	159	70%	32	14%	2	1%	3	1%
May-19	141	71%	26	13%	4	2%	3	2%
Jun-19	144	72%	23	12%	3	2%	1	1%
Jul-19	153	70%	37	17%	2	1%	0%	0%
Aug-19	171	69%	38	15%	0	0%	5	2%
Sep-19	146	71%	32	15%	1	0%	1	0%

Oct-19	133	62%	39	18%	4	2%	5	2%
Nov-19	121	70%	24	14%	3	2%	2	1%
Dec-19	119	70%	23	14%	1	1%	1	1%
Jan-20	151	73%	26	13%	4	2%	2	1%
Feb-20	136	72%	28	15%	1	1%	1	1%
Mar-20	135	77%	22	13%	0	0%	0	0%
Apr-20	88	77%	13	11%	4	3%	0	0%
May-20	113	74%	24	16%	3	2%	1	1%
Jun-20	97	71%	15	11%	2	1%	0	0%
Jul-20	118	69%	25	15%	5	3%	3	2%
Aug-20	135	73%	24	13%	2	1%	1	1%
Sep-20	131	70%	30	16%	1	1%	4	2%
Oct-20	125	68%	29	16%	3	2%	3	2%

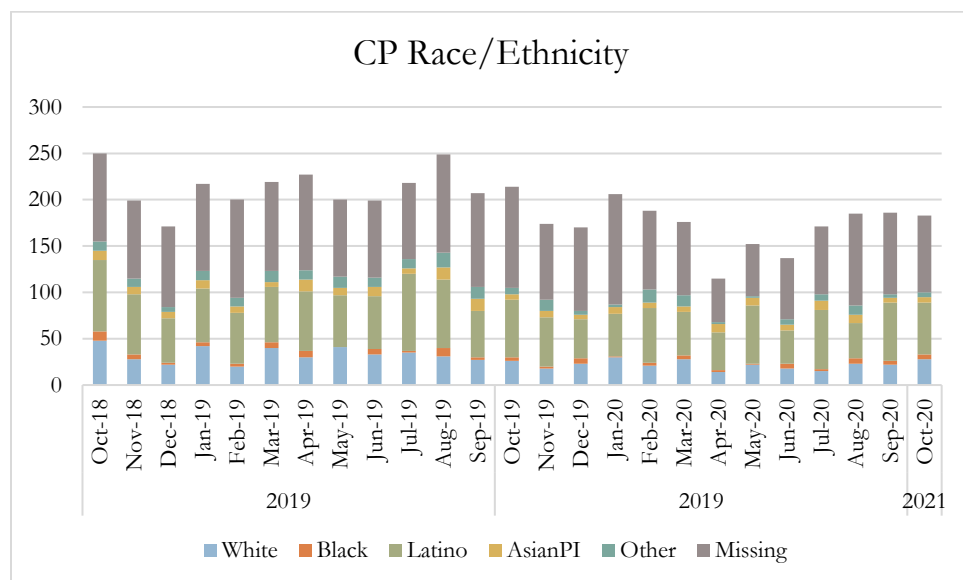
There does not seem to be a difference in the distribution of CP language for new cases before, during, or after the intervention period.



Month	English	Percent English	Spanish	Percent Spanish	Vietnamese	Percent Vietnamese	Other Language	Percent Other
Oct-18	169	68%	39	16%	0	0%	2	1%
Nov-18	139	70%	26	13%	1	1%	0	0%
Dec-18	125	73%	26	15%	0	0%	4	2%
Jan-19	156	72%	27	12%	3	1%	1	0%
Feb-19	133	67%	34	17%	3	2%	2	1%
Mar-19	143	65%	30	14%	2	1%	1	0%
Apr-19	157	69%	34	15%	1	0%	2	1%
May-19	137	69%	31	16%	5	3%	1	1%
Jun-19	140	70%	29	15%	3	2%	0	0%

Jul-19	142	65%	40	18%	0		1	0%
Aug-19	172	69%	31	12%	0	0%	4	2%
Sep-19	139	67%	27	13%	2	1%	1	0%
Oct-19	135	63%	42	20%	3	1%	5	2%
Nov-19	120	69%	26	15%	0	0%	1	1%
Dec-19	125	74%	19	11%	0	0%	2	1%
Jan-20	138	67%	41	20%	3	1%	1	0%
Feb-20	135	72%	27	14%	2	1%	2	1%
Mar-20	123	70%	26	15%	0	0%	0	0%
Apr-20	85	74%	14	12%	0	0%	0	0%
May-20	99	65%	27	18%	3	2%	1	1%
Jun-20	93	68%	16	12%	2	1%	3	2%
Jul-20	112	65%	23	13%	3	2%	1	1%
Aug-20	115	62%	33	18%	1	1%	1	1%
Sep-20	131	70%	24	13%	1	1%	3	2%
Oct-20	116	63%	30	16%	2	1%	2	1%

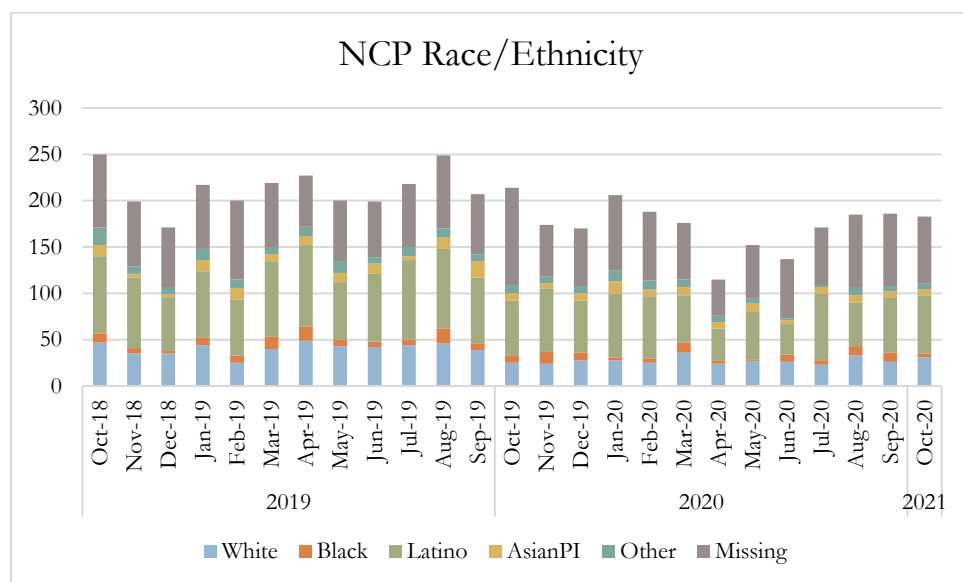
There does not seem to be a difference in the distribution of NCP language for new cases before, during, or after the intervention period.



Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	48	10	77	10	10	95
Nov-18	28	5	65	8	9	84
Dec-18	22	2	48	7	5	87
Jan-19	42	4	58	9	10	94
Feb-19	20	3	55	7	9	106
Mar-19	40	6	60	5	12	96
Apr-19	30	7	64	13	10	103

May-19	41		56	8	12	83
Jun-19	33	6	57	10	10	83
Jul-19	35	2	83	6	10	82
Aug-19	31	9	74	13	16	106
Sep-19	27	3	50	13	13	101
Oct-19	26	4	62	6	7	109
Nov-19	18	2	53	7	12	82
Dec-19	23	6	42	5	4	90
Jan-20	30	1	46	7	3	119
Feb-20	21	3	59	6	14	85
Mar-20	28	4	47	6	12	79
Apr-20	14	2	41	9	2	47
May-20	22	1	63	8	2	56
Jun-20	18	5	36	6	6	66
Jul-20	15	2	64	10	7	73
Aug-20	23	6	38	9	10	99
Sep-20	22	4	63	5	4	88
Oct-20	28	5	56	6	5	83

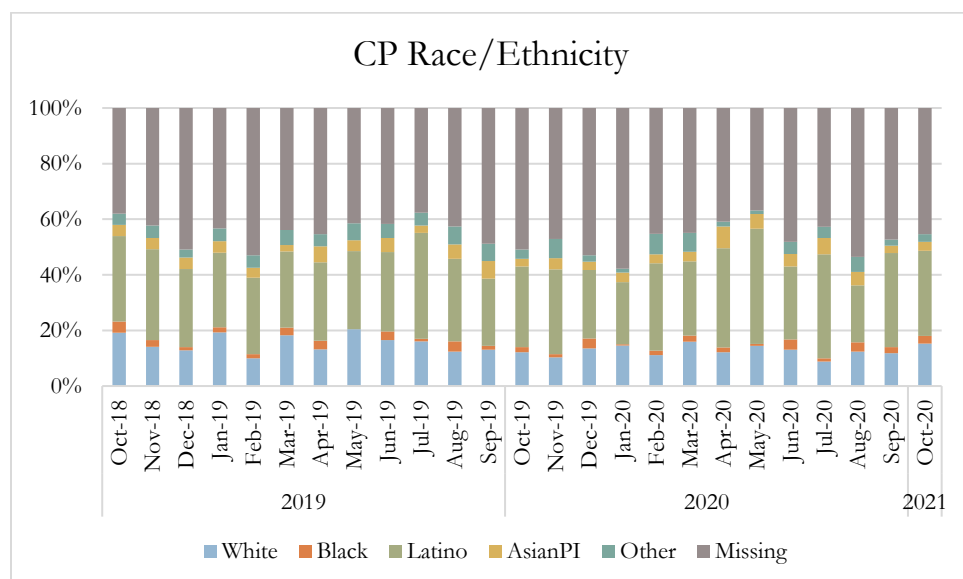
There does not seem to be a difference in the distribution of CP race/ethnicity for new cases before, during, or after the intervention period.



Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	47	10	83	12	19	79
Nov-18	35	6	76	4	8	70
Dec-18	35	3	58	3	7	65
Jan-19	44	8	72	12	12	69
Feb-19	25	8	60	13	9	85

Mar-19	40	13	81	8	8	69
Apr-19	49	15	88	10	10	55
May-19	43	7	62	10	13	65
Jun-19	42	6	73	11	7	60
Jul-19	44	6	86	4	10	68
Aug-19	46	16	86	12	10	79
Sep-19	39	7	71	18	7	65
Oct-19	25	8	59	8	9	105
Nov-19	24	13	68	6	7	56
Dec-19	28	8	56	8	8	62
Jan-20	28	3	69	13	12	81
Feb-20	25	5	67	7	10	74
Mar-20	36	11	51	9	8	61
Apr-20	24	3	35	7	7	39
May-20	27	2	51	9	6	57
Jun-20	26	8	33	4	2	64
Jul-20	23	5	72	7	2	62
Aug-20	33	10	47	8	8	79
Sep-20	26	10	60	6	6	78
Oct-20	31	4	63	6	7	72

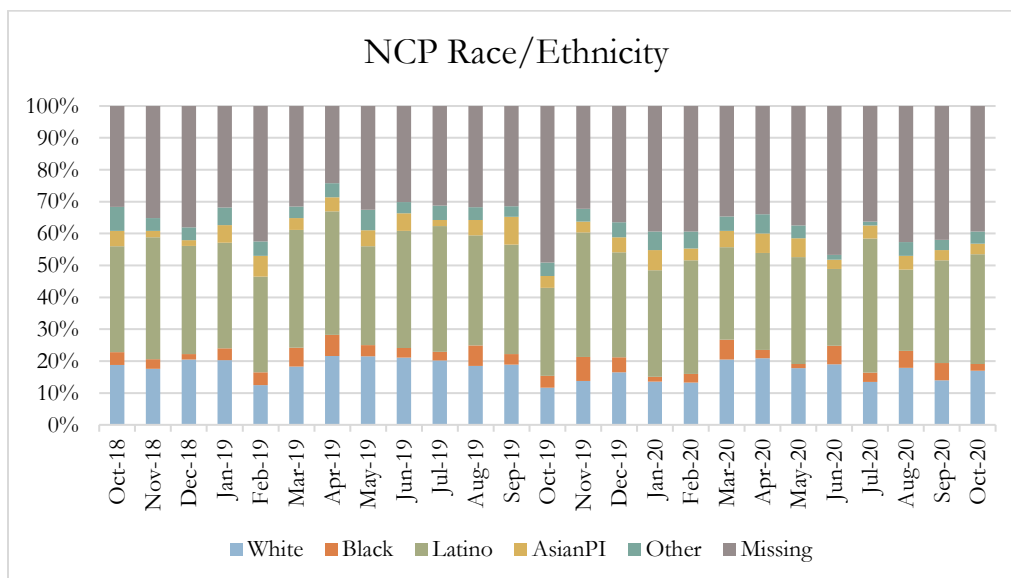
There does not seem to be a difference in the distribution of NCP race/ethnicity for new cases before, during, or after the intervention period.



Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	19%	4%	31%	4%	4%	38%
Nov-18	14%	3%	33%	4%	5%	42%
Dec-18	13%	1%	28%	4%	3%	51%

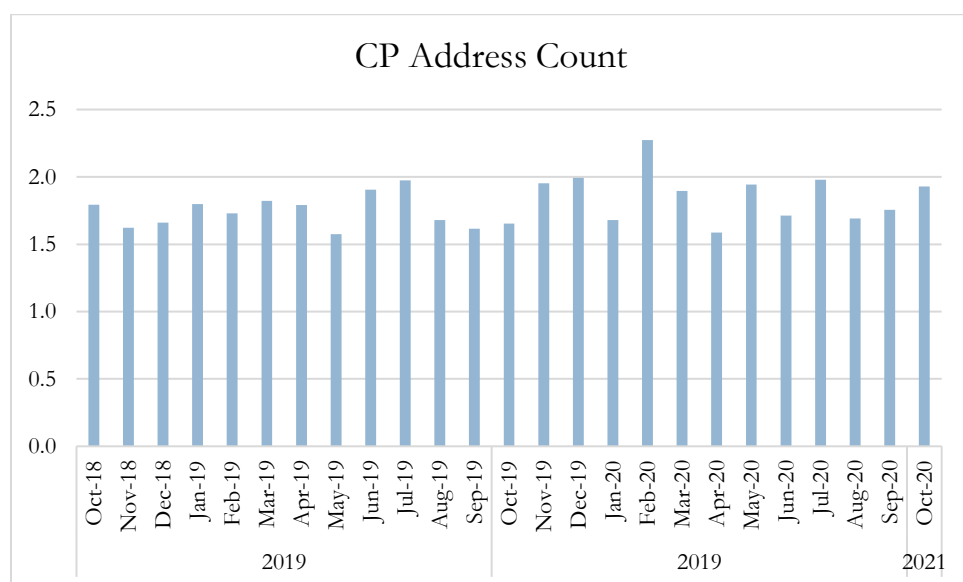
Jan-19	19%	2%	27%	4%	5%	43%
Feb-19	10%	2%	28%	4%	5%	53%
Mar-19	18%	3%	27%	2%	5%	44%
Apr-19	13%	3%	28%	6%	4%	45%
May-19	21%		28%	4%	6%	42%
Jun-19	17%	3%	29%	5%	5%	42%
Jul-19	16%	1%	38%	3%	5%	38%
Aug-19	12%	4%	30%	5%	6%	43%
Sep-19	13%	1%	24%	6%	6%	49%
Oct-19	12%	2%	29%	3%	3%	51%
Nov-19	10%	1%	30%	4%	7%	47%
Dec-19	14%	4%	25%	3%	2%	53%
Jan-20	15%	0%	22%	3%	1%	58%
Feb-20	11%	2%	31%	3%	7%	45%
Mar-20	16%	2%	27%	3%	7%	45%
Apr-20	12%	2%	36%	8%	2%	41%
May-20	14%	1%	41%	5%	1%	37%
Jun-20	13%	4%	26%	4%	4%	48%
Jul-20	9%	1%	37%	6%	4%	43%
Aug-20	12%	3%	21%	5%	5%	54%
Sep-20	12%	2%	34%	3%	2%	47%
Oct-20	15%	3%	31%	3%	3%	45%

There does not seem to be a difference in the proportions of each CP race/ethnicity for new cases before, during, or after the intervention period.



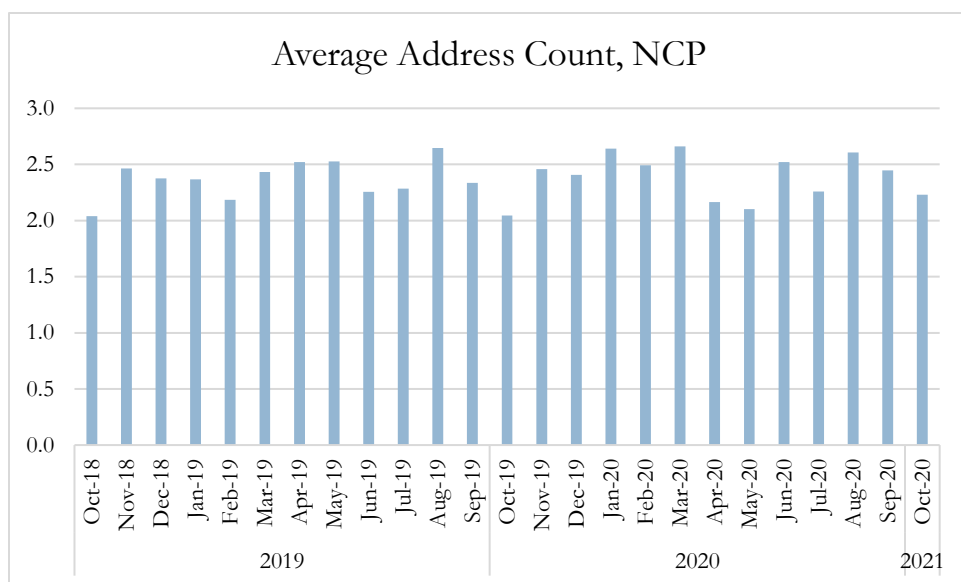
Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	19%	4%	33%	5%	8%	32%
Nov-18	18%	3%	38%	2%	4%	35%
Dec-18	20%	2%	34%	2%	4%	38%
Jan-19	20%	4%	33%	6%	6%	32%
Feb-19	13%	4%	30%	7%	5%	43%
Mar-19	18%	6%	37%	4%	4%	32%
Apr-19	22%	7%	39%	4%	4%	24%
May-19	22%	4%	31%	5%	7%	33%
Jun-19	21%	3%	37%	6%	4%	30%
Jul-19	20%	3%	39%	2%	5%	31%
Aug-19	18%	6%	35%	5%	4%	32%
Sep-19	19%	3%	34%	9%	3%	31%
Oct-19	12%	4%	28%	4%	4%	49%
Nov-19	14%	7%	39%	3%	4%	32%
Dec-19	16%	5%	33%	5%	5%	36%
Jan-20	14%	1%	33%	6%	6%	39%
Feb-20	13%	3%	36%	4%	5%	39%
Mar-20	20%	6%	29%	5%	5%	35%
Apr-20	21%	3%	30%	6%	6%	34%
May-20	18%	1%	34%	6%	4%	38%
Jun-20	19%	6%	24%	3%	1%	47%
Jul-20	13%	3%	42%	4%	1%	36%
Aug-20	18%	5%	25%	4%	4%	43%
Sep-20	14%	5%	32%	3%	3%	42%
Oct-20	17%	2%	34%	3%	4%	39%

There does not seem to be a difference in the proportions of each NCP race/ethnicity for new cases before, during, or after the intervention period.



Month	Average Address Count	Median Address Count	Minimum Address Count	Maximum Address Count
Oct-18	1.8	1	1	9
Nov-18	1.6	1	1	10
Dec-18	1.7	1	1	10
Jan-19	1.8	1	1	10
Feb-19	1.7	1	1	14
Mar-19	1.8	1	1	13
Apr-19	1.8	1	1	16
May-19	1.6	1	1	7
Jun-19	1.9	1	1	10
Jul-19	2.0	1	1	21
Aug-19	1.7	1	1	9
Sep-19	1.6	1	1	14
Oct-19	1.7	1	1	13
Nov-19	2.0	1	1	16
Dec-19	2.0	1	1	15
Jan-20	1.7	1	1	11
Feb-20	2.3	1	1	14
Mar-20	1.9	1	1	14
Apr-20	1.6	1	1	6
May-20	1.9	1	1	9
Jun-20	1.7	1	1	13
Jul-20	2.0	1	1	9
Aug-20	1.7	1	1	11
Sep-20	1.8	1	1	14
Oct-20	1.9	1	1	14

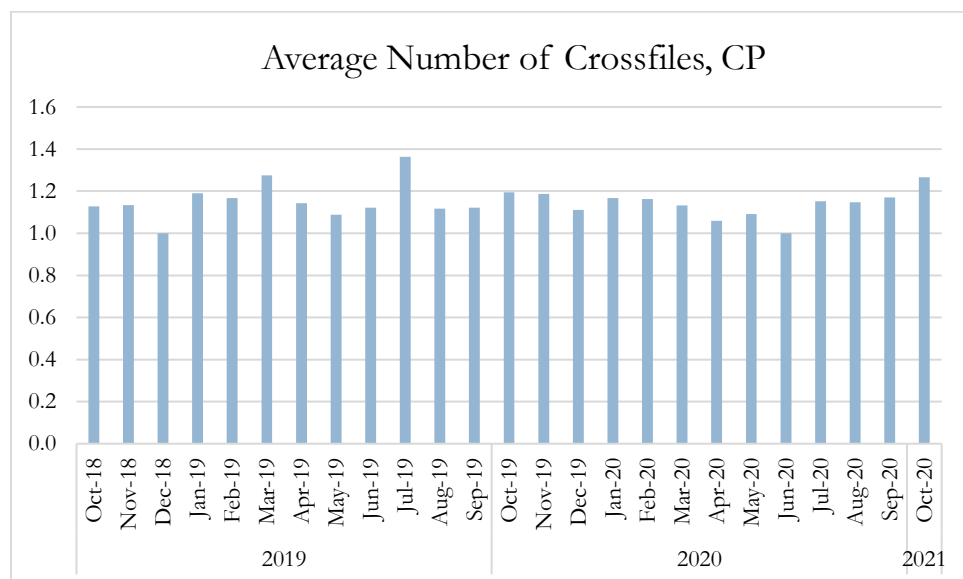
There does not seem to be a difference in the number of CP addresses for new cases before, during, or after the intervention period.



Month	Average Address Count	Median Address Count	Minimum Address Count	Maximum Address Count
Oct-18	2.0	1	1	15
Nov-18	2.5	1	1	14
Dec-18	2.4	1	1	17
Jan-19	2.4	1	1	23
Feb-19	2.2	1	1	15
Mar-19	2.4	1	1	15
Apr-19	2.5	1	1	15
May-19	2.5	1	1	17
Jun-19	2.3	1	1	17
Jul-19	2.3	1	1	15
Aug-19	2.6	1	1	24
Sep-19	2.3	1	1	16
Oct-19	2.0	1	1	16
Nov-19	2.5	1	1	17
Dec-19	2.4	1	1	17
Jan-20	2.6	1	1	25
Feb-20	2.5	1	1	24
Mar-20	2.7	1	1	20
Apr-20	2.2	1	1	13
May-20	2.1	1	1	10
Jun-20	2.5	1	1	25
Jul-20	2.3	1	1	12
Aug-20	2.6	1	1	20

Sep-20	2.4	1	1	17
Oct-20	2.2	1	1	22

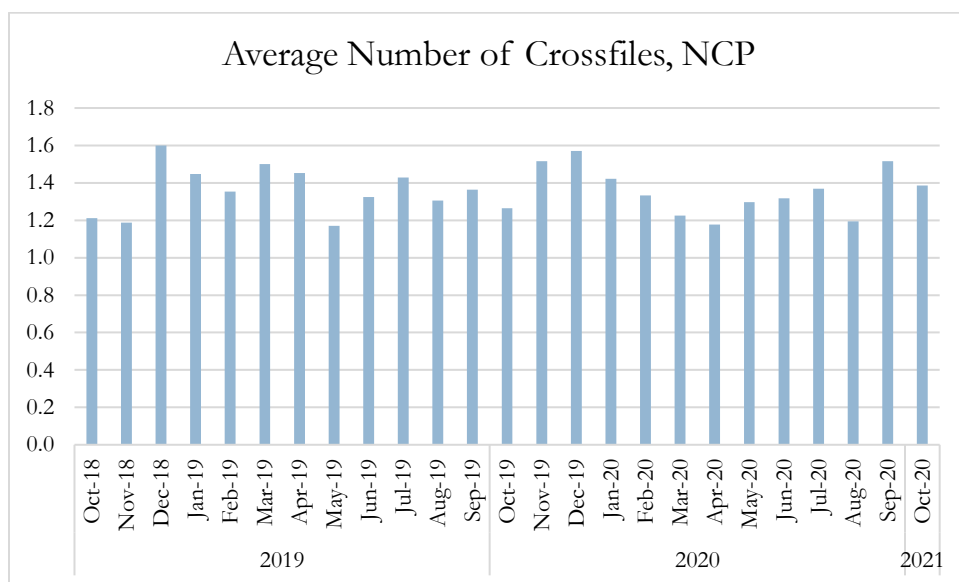
There does not seem to be a difference in the number of NCP addresses for new cases before, during, or after the intervention period.



Month	Average Crossfiles	Median Crossfiles	Minimum Crossfiles	Maximum Crossfiles
Oct-18	1.1	1	1	2
Nov-18	1.1	1	1	2
Dec-18	1.0	1	1	1
Jan-19	1.2	1	1	2
Feb-19	1.2	1	1	3
Mar-19	1.3	1	1	3
Apr-19	1.1	1	1	2
May-19	1.1	1	1	2
Jun-19	1.1	1	1	2
Jul-19	1.4	1	1	5
Aug-19	1.1	1	1	3
Sep-19	1.1	1	1	3
Oct-19	1.2	1	1	4
Nov-19	1.2	1	1	3
Dec-19	1.1	1	1	2
Jan-20	1.2	1	1	2
Feb-20	1.2	1	1	2
Mar-20	1.1	1	1	2
Apr-20	1.1	1	1	2
May-20	1.1	1	1	3
Jun-20	1.0	1	1	1

Jul-20	1.2	1	1	2
Aug-20	1.1	1	1	3
Sep-20	1.2	1	1	2
Oct-20	1.3	1	1	6

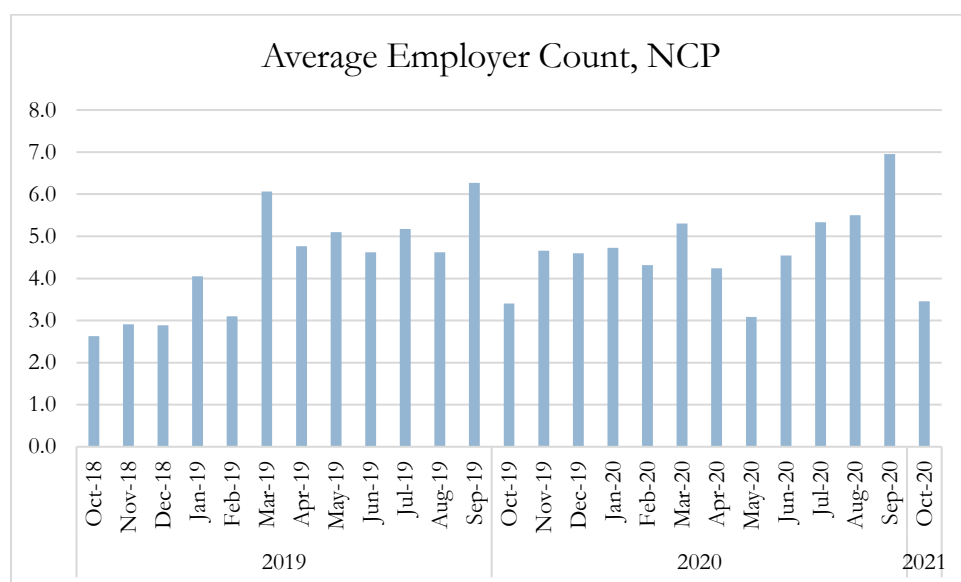
There does not seem to be a difference in the number of CP crossfiles for new cases before, during, or after the intervention period.



Month	Average Crossfiles	Median Crossfiles	Minimum Crossfiles	Maximum Crossfiles
Oct-18	1.2	1	1	3
Nov-18	1.2	1	1	4
Dec-18	1.6	1	1	5
Jan-19	1.4	1	1	3
Feb-19	1.4	1	1	4
Mar-19	1.5	1	1	6
Apr-19	1.5	1	1	5
May-19	1.2	1	1	3
Jun-19	1.3	1	1	4
Jul-19	1.4	1	1	5
Aug-19	1.3	1	1	5
Sep-19	1.4	1	1	3
Oct-19	1.3	1	1	4
Nov-19	1.5	1	1	5
Dec-19	1.6	1	1	6
Jan-20	1.4	1	1	5
Feb-20	1.3	1	1	3
Mar-20	1.2	1	1	4

Apr-20	1.2	1	1	2
May-20	1.3	1	1	3
Jun-20	1.3	1	1	3
Jul-20	1.4	1	1	5
Aug-20	1.2	1	1	4
Sep-20	1.5	1	1	5
Oct-20	1.4	1	1	4

There does not seem to be a difference in the number of NCP crossfiles for new cases before, during, or after the intervention period.



Month	Average Employer Count	Median Employer Count	Minimum Employer Count	Maximum Employer Count
Oct-18	2.6	2	1	17
Nov-18	2.9	2	1	18
Dec-18	2.9	2	1	11
Jan-19	4.0	2	1	25
Feb-19	3.1	2	1	14
Mar-19	6.1	3	1	37
Apr-19	4.8	3	1	27
May-19	5.1	3	1	24
Jun-19	4.6	3	1	14
Jul-19	5.2	4	1	21
Aug-19	4.6	4	1	16
Sep-19	6.3	4	1	23
Oct-19	3.4	2	1	29
Nov-19	4.7	2	1	25

Dec-19	4.6	3	1	28
Jan-20	4.7	2	1	44
Feb-20	4.3	2.5	1	27
Mar-20	5.3	4	1	19
Apr-20	4.2	3	1	13
May-20	3.1	2	1	11
Jun-20	4.5	3.5	1	14
Jul-20	5.3	4	1	26
Aug-20	5.5	3	1	19
Sep-20	7.0	4	1	27
Oct-20	3.5	2	1	16

There does not seem to be a difference in the number of NCP employers for new cases before, during, or after the intervention period.