ORANGE COUNTY DEPARTMENT OF CHILD SUPPORT SERVICES

DIGITAL MARKETING GRANT

PHASE IV ANALYSIS

Special Study

December 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 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 project.

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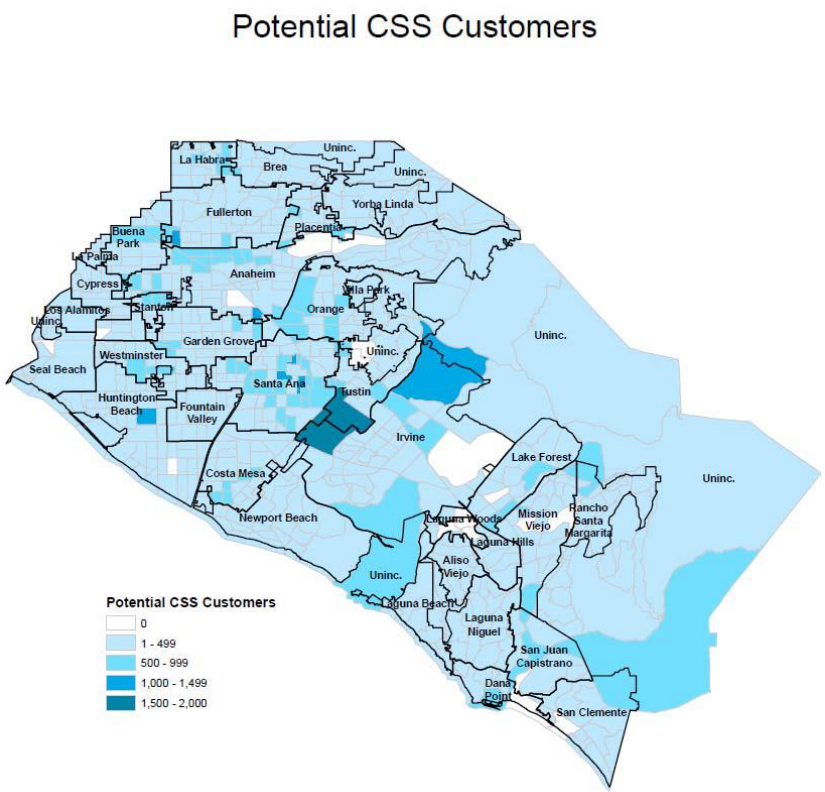
AREA OF INTEREST

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 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. Currently, 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.

Prior to OC CSS participation in the OCSE Digital Marketing project, the County's digital marketing efforts included visual advertisements through Facebook. This was a continuing effort with Facebook advertisements focused on the benefits of opening a child support case directed towards CPs and the ease of making payments directed towards noncustodial 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, we used outreach letters, newsletters, and traditional advertising 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 using 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 households with children 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.

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

Figure 1. Potential OC 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 data elements to inform this project and continued to capture 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 rate[10]
  - 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

Surveys

One of the ways we evaluated whether the ads were reaching the target audience was 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

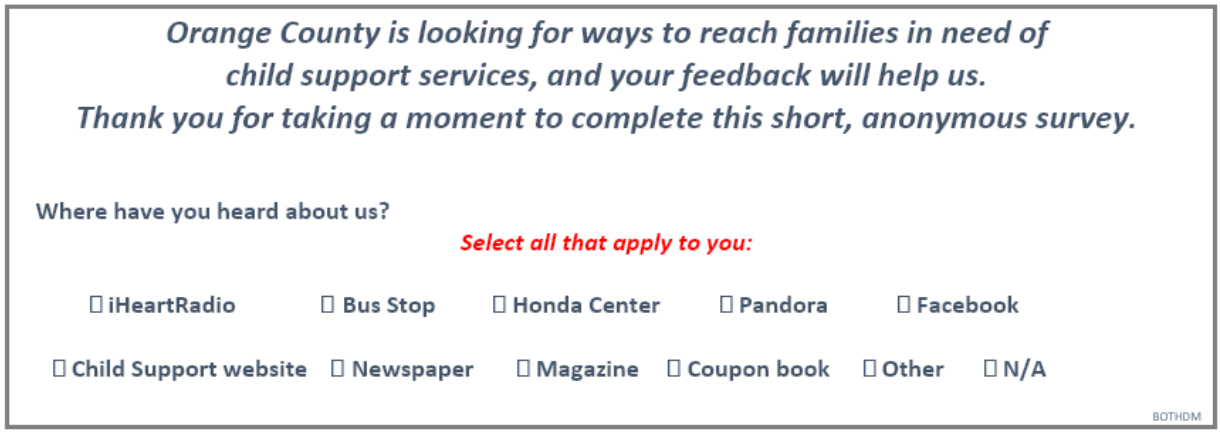
[2] A hit is a request to a web server for a file (such as a web page, image, JavaScript, or Cascading Style Sheet). There may be many hits per page view since an HTML page can contain multiple files, such as images.
[3] The session of activity that a user with a unique IP address spends on a website 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.

voluntarily open a case with us) make up only about 34% of our caseload. By analyzing the response data, we can investigate any association between new non-welfare case openings and customer-reported ad recognition. If new customers state that they heard or saw our digital advertisements, then we could extrapolate that the digital advertisement may have been instrumental in their opening a case with us. Caution must be taken, however, as we cannot assume that the digital ads were a causative action in their case opening.

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 was 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 was to gauge whether we were reaching our target market, and if so, with which digital channel. Survey data was compiled on an ongoing basis, and analysis was conducted after each phase of intervention has concluded. Below in 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. Survey Intercept Card, Phases 1 and 2



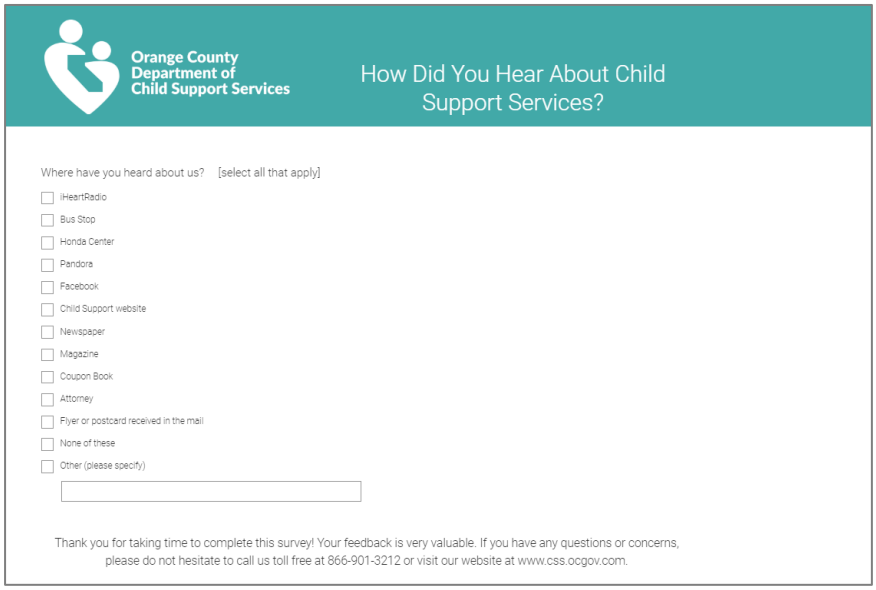
In August 2020, the survey card was edited to account for the new digital media campaign. Figure 3, below, is a sample of the new card containing updated response options, including options for Facebook, Instagram, and Snapchat.

Figure 3. Survey Intercept Card, Phases 3 and 4

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 were reaching our target market, and if we were 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.

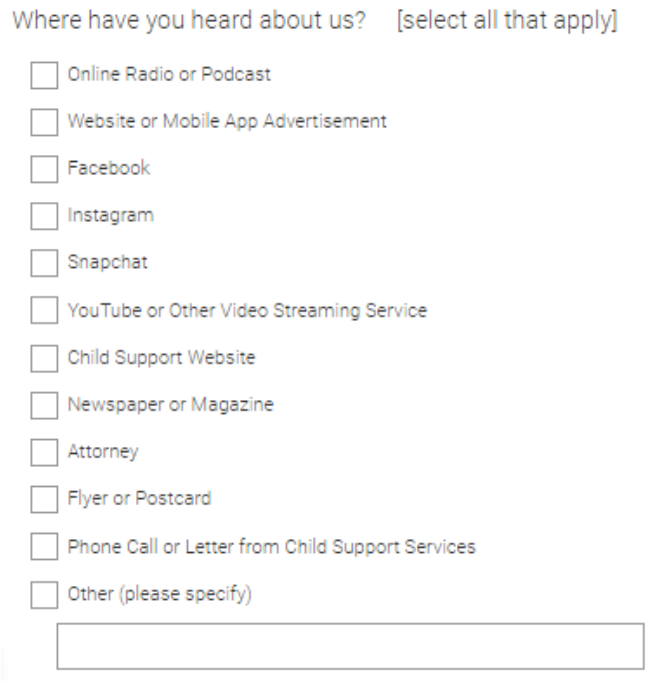
Figure 4. Emailed Survey, Phases 1 and 2



[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.

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

Figure 5. Emailed Survey, Phases 3 and 4



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 observed that branching questions, longer surveys, and surveys asking why a customer made certain life choices have lower response rates than the typical 10% we receive on most other external-facing surveys. 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 or that

the user did not find what they expected). Critically, internal (i.e., OC CSS staff) traffic was filtered out, so we were not picking up our own professional use of our website. The purpose of this component was to gauge whether the intervention was 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, taking into consideration 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, three years of data were gathered, including the two-month period prior to the start of the first phase of advertisements. 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 timeframes that were analyzed are Federal Fiscal Years 2018 through 2021, where advertising began December of 2018. By examining these data, we could obtain some understanding about whether ad clicks were 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.

Lastly, 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 indictors, when viewed in ***combination***, that 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 timeframe

PHASE IV EVALUATION FINDINGS

OC CSS was granted an extension due to disruptions and delays in Phase III caused by the onset of the COVID-19 pandemic. The extension allowed OC CSS to run a fourth phase of digital advertising. Phase IV expanded upon the first three phases in these ways:

- Two direct email blasts were sent to parents via Peachjar, a school-based email distribution platform**.** A direct email blast containing the flyer titled "A Better Way to Communicate" was sent in January 2021, and a second email blast containing the flyer titled "Get Help from a Child Support Expert" was sent in February 2021. The emails combined school district newsletters with our digital flyer (see Appendix A for flyer images). The targeted audience included parents at schools in the eight major Orange County school districts that partner with Peachjar for school-to-home communication.
- Video advertisements ran on Facebook, Instagram, Snapchat, and Google during a three-week span in May of 2021. The ads displayed a dynamic video featuring the phrases "Join the 62,000 families in Orange County we help with child support" and "Click here to schedule a free online consultation!" The ads ran in English and in Spanish. The advertisements were implemented by the marketing firm, S. Groner and Associates.
- Google video ads targeted the following groups:
- New parents (with children 0-12 months old)
- Parents with toddlers (1-2 years)
- Parents with preschoolers (3-5 years)
- Parents with early school-age children (6-8 years)
- Parents with preteens (9-12 years)
- Parents with teenagers (13-17 years)
- Facebook and Instagram video ads targeted the above groups, as well as people with the following interests:
- Pre-school playgroups
- Primary education
- Preschool
- Social work
- Parenting
- Single moms
- Early childhood
- Single dads
- Infant
- Parents
- Childcare
- Daycare
- Childhood
- Toddler
- Child development
- Family
- Snapchat video ads targeted male and female residents of Orange County between the ages of 18 and 35+ who match one or more of the following audience characteristics:
- Moms (single)
- Dads (single)

- Moms (1 child)
- Moms (2+ children)
- Moms (of child: 0-3, 4-6, 7-12, 13-14, 16-18 years old)
- Presence of Child (Age: 0-3, 4-6, 7-12, 13-14, 16-18)
- Life event (New parent, child 0-3)
- Life event (Recently single 3-12 months)
- Display advertisements ran on Facebook, Instagram, Snapchat, and Pinterest from June to August 2021. Ads were displayed in English and in Spanish, and in four sizes (300x250, 300x600, 320x50, and 729x90). The ads displayed a dedicated phone number for responding. In addition, clicking the ads led viewers to a special landing page with an online, self-scheduling appointment tool. The tool allowed customers to schedule virtual, phone, or in-person meetings with OC CSS staff. This advertising campaign was orchestrated by Brown Marketing Strategies.
- Ads ran in two languages, depending on the intended audience, and in three styles:
- "Seasonal Timely Ad Set" – The content of these advertisements built on the success of the seasonal "Back-to-School" campaign from Phase III. Because these ads were scheduled to run during the summer, the ads included images of single-parent families at play, with copy reading "We Can Help with Child Support. For a Summer to Remember."
- "Transactional/Process Focused Ad Set" – These ads featured smiling Child Support professionals helping customers in an office setting. The copy read "Your Child Comes First. We're Here to Help Guide You Through the Child Support Process."
- "Combination Ad Set" – This ad set featured the family-at-play images from the seasonal set combined with the "Your Child Comes First" copy from the transactional set.
- Facebook, Instagram, and Snapchat ads targeted the following audience:
- Orange County residents
- Relationship or marital status of "single" (i.e., not married or in a significant romantic relationship)
- Parent to a child 0-18 years old
- Income that is too high to be eligible for TANF benefits
- English- & Spanish-speakers
- Primary focus on ages 18-34; secondary focus on ages 35-54.
- Search Engine Optimization (SEO), with the assistance of Brown Marketing. This aspect of the grant was postponed from Phase III to Phase IV due to the County's recent migration to a new website content management system.

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?

Figure 6. New Non-Welfare Case Openings Between October 2017 and September 2021[12]

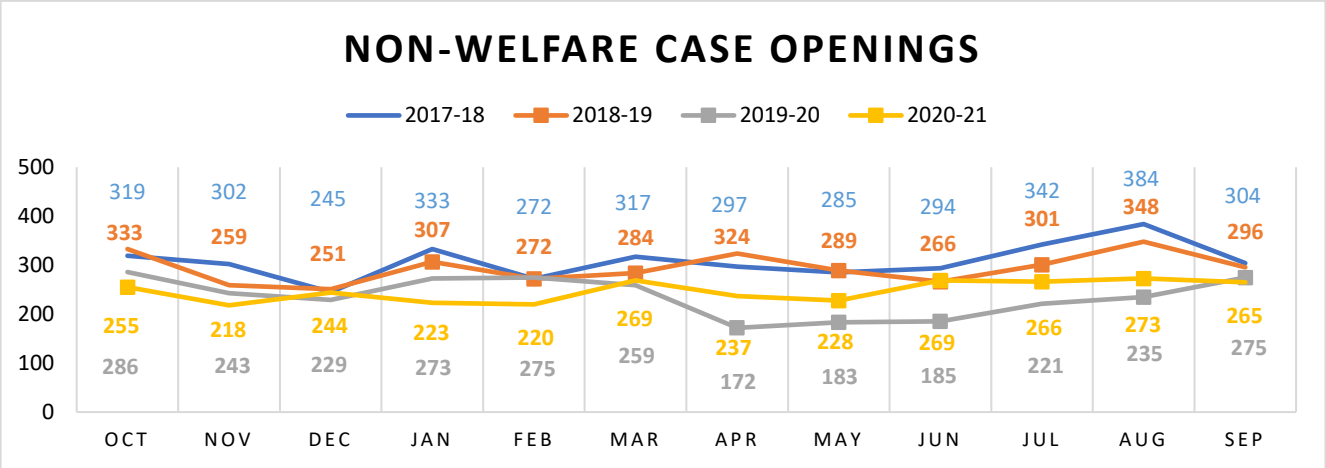
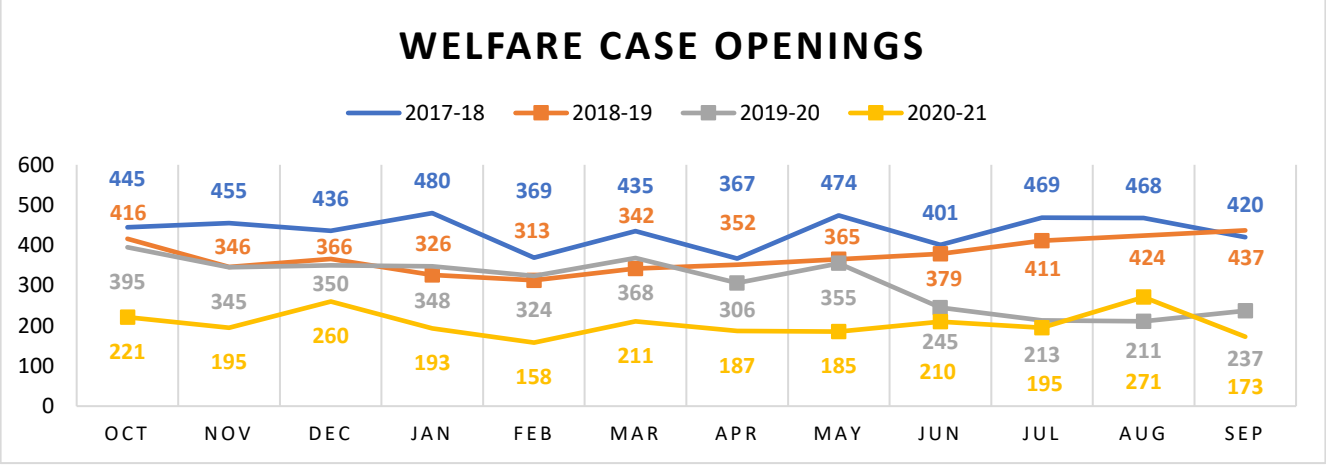


Figure 7. New Welfare Case Openings Between October 2017 and September 2021



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 since the onset of the general internet campaigns (e.g., Phases III and IV). 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 between April and June 2020 may have been due to the lobby closure and the

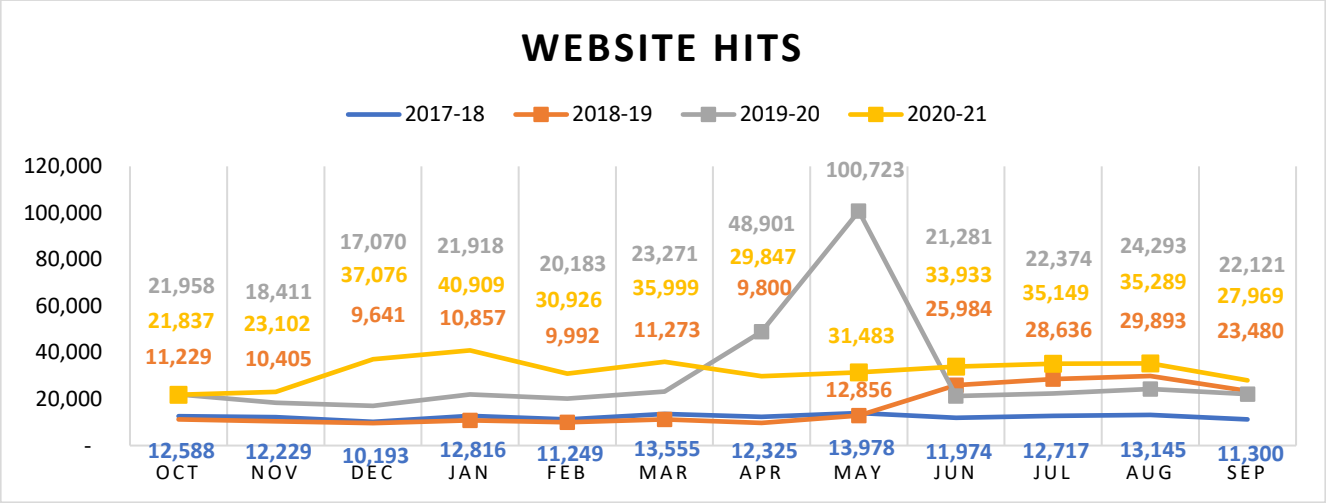
[12] For Figures 6-15, square data markers indicate marketing intervention phases.

increased social distancing related to California's stay-at-home order[13]. Indeed, cell phone data shows that social distancing declined nationwide in late April of 2021,[14] around the same time that non-welfare case openings began to increase. As a side note, decreases in welfare case openings were surprising, as it was expected that welfare cases would increase due to the pandemic-related economic recession.[15] Further decreases throughout 2021 may be attributed to direct stimulus payments, Child Care Tax Credits, and other features of The American Rescue Plan.[16,17]

WEBSITE ANALYTICS

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

Figure 8. Number of Website Hits, October 2017-September 2021



[13] https://www.ocregister.com/2020/04/01/coronavirus-ranking-southern-californians-get-a-c-in-social-distancing/ Accessed February 25, 2021.
[14] https://www.npr.org/2020/05/01/849161820/mobile-phone-data-show-more-americans-are-leaving-their-homes-despite-orders Accessed February 25, 2021.
[15] 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.
[16] https://www.whitehouse.gov/american-rescue-plan/ Accessed September 20, 2021.
[17] https://www.washingtonpost.com/business/2021/03/06/biden-stimulus-poverty-checks/ Accessed September 20, 2021.

Figure 9. Number of Website Users, October 2017-September 2021

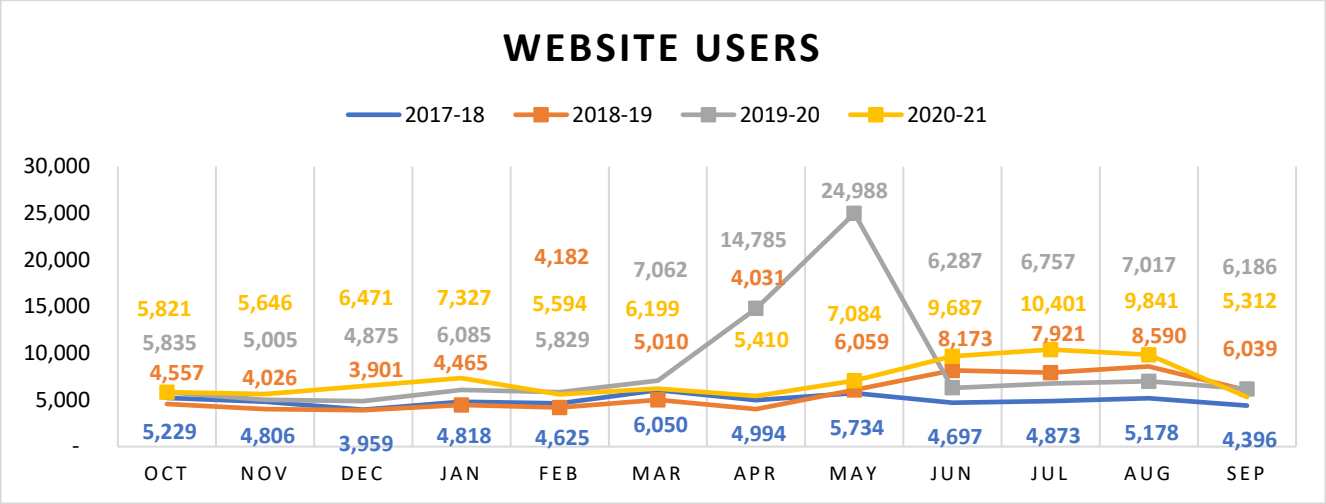


Figure 10. Number of Website Bounces, October 2017-September 2021

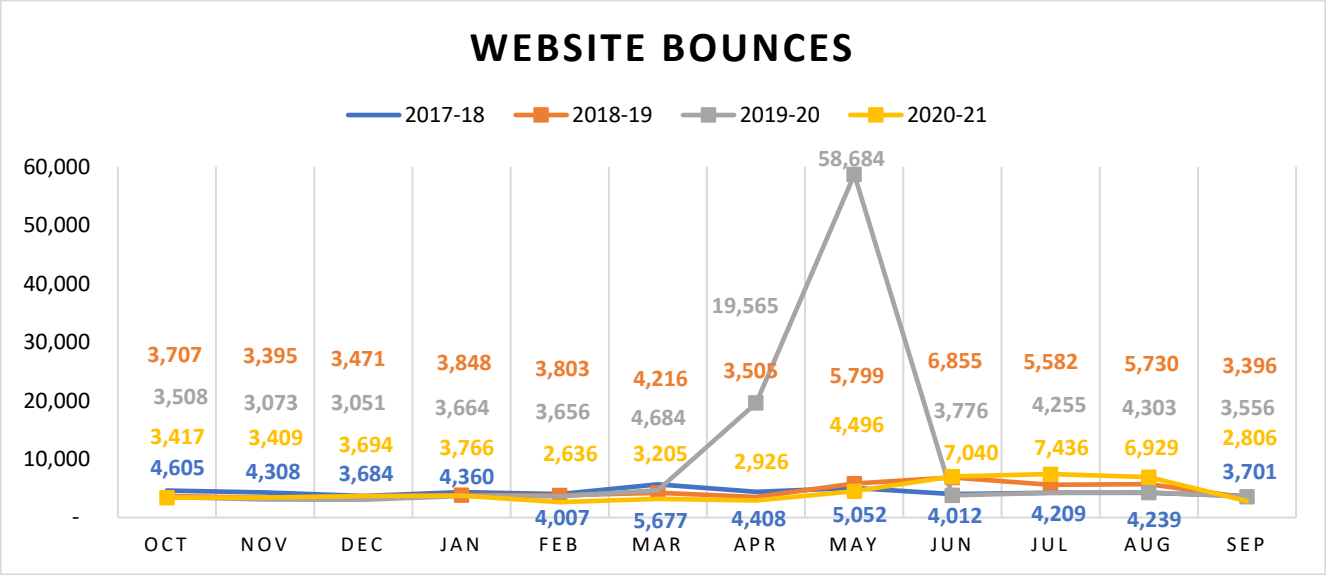


Figure 11. Website Bounce Rate, October 2017-September 2021

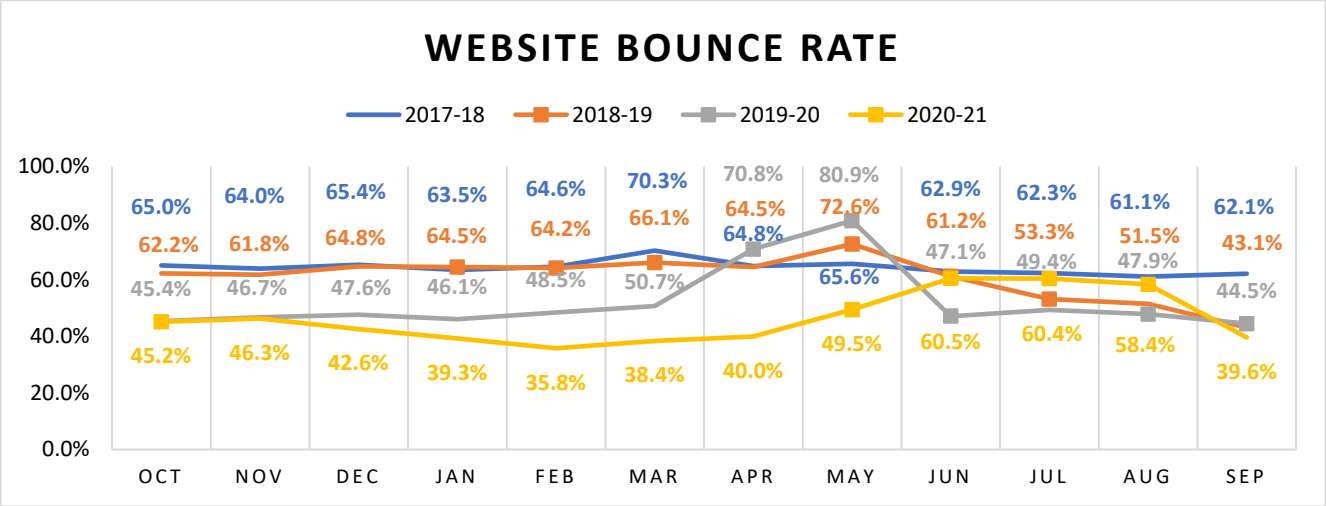


Figure 12. Number of Website Sessions, October 2017-September 2021

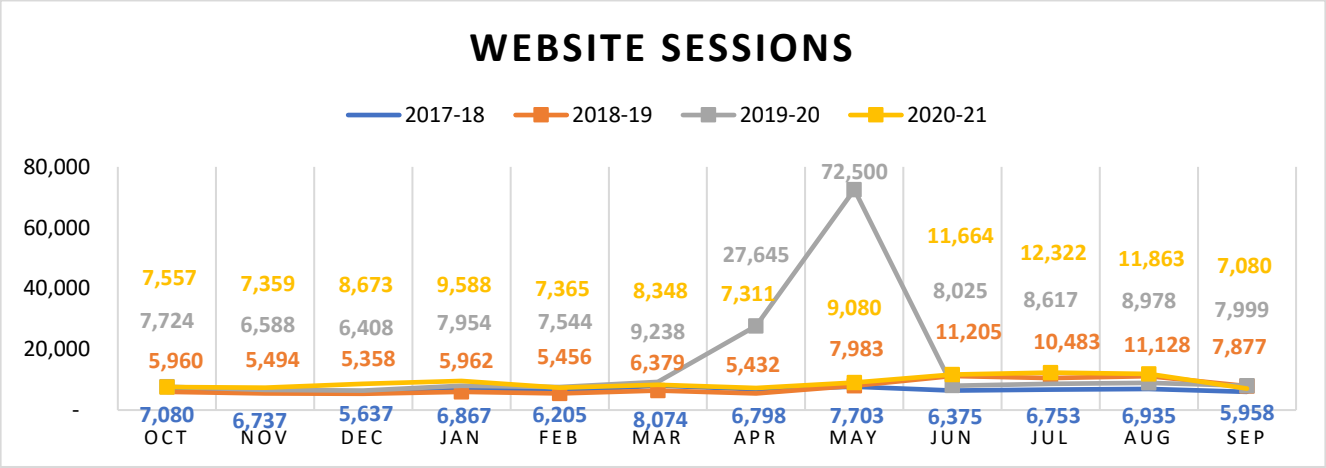


Figure 13. Average Website Session Duration, October 2017-September 2021

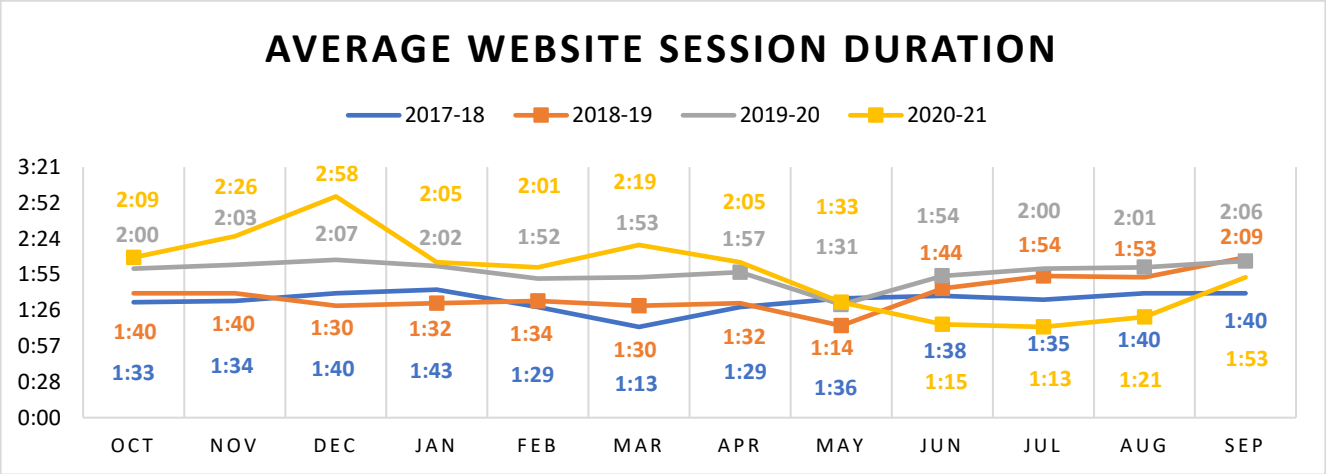


Figure 14. Average Number of Website Pages Per Session, October 2017-September 2021

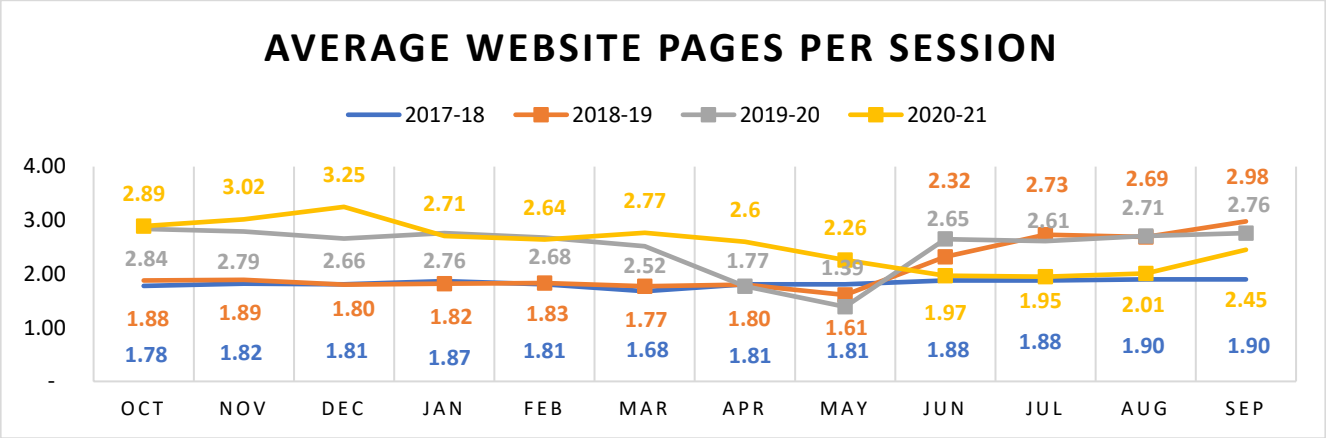


Figure 15. The Number of Unique Website Pageviews, October 2017-September 2021

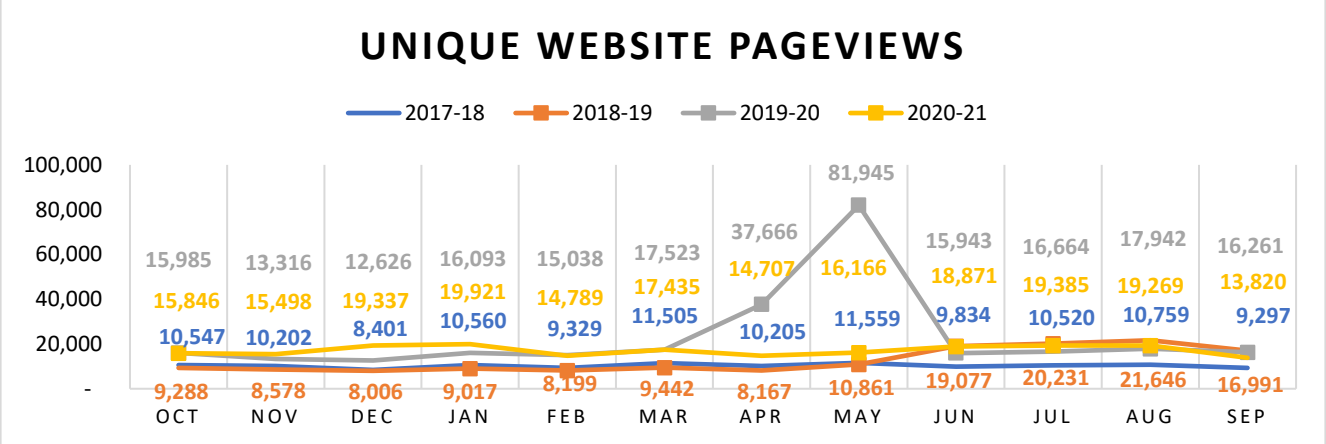


Figure 16. Website Analytics by Source, June-August 2021

Source	Hits	Users	Bounces	Bounce Rate	Sessions	Avg. Session Duration	Pages per Session	Unique Pageviews
Google/organic	56,619	9,182	4,201	33.5%	12,550	2:06	2.68	26,136
Direct	18,802	4,109	2,606	48.6%	5,366	1:41	2.19	9,556
Brown/Facebook	**8,364**	**6,786**	**6,650**	**92.1%**	**7,223**	**0:14**	**1.09**	**7,371**
Brown/Digital	**5,104**	**4,537**	**4,406**	**95.0%**	**4,639**	**0:03**	**1.06**	**4,687**
Bing/organic	3,674	710	305	31.1%	980	2:19	2.98	2,230
OCgov.com/referral[18]	2,251	440	239	41.0%	583	2:20	2.84	1,249
Brown/Snapchat	**1,587**	**1,434**	**1,553**	**99.4%**	**1,563**	**0:01**	**1.01**	**1,565**
Surveymonkey/referral[19]	1,390	752	760	85.8%	886	0:18	1.17	969
Yahoo/organic	1,296	251	112	32.3%	347	2:32	2.85	760

[18] OCgov.com referrals capture users who were referred from the general County of Orange website.
[19] Surveymonkey.com referrals capture users who took the monthly customer satisfaction survey, and who were automatically routed to the OC CSS website after submitting their answers.

Answer: There was an increase in website activity during the height of the first surge of the COVID-19 pandemic. This could be due to our targeted COVID-specific email blast and social media advertisements during the first part of our third intervention that focused on trying to reach existing customers and offer modifications. It could also be because the federal stimulus payments disbursed in April and May of 2020 were garnished for back child support, or a combination of both factors.[20] While hits, users, bounces, bounce rate, sessions, and page views were atypically high, pages per session and session duration dipped in May, to the point that they were slightly lower than baseline. This pattern seemed to stem from the high volume of traffic generated by our COVID-specific advertisements. This is illustrated by the 76,227 unique pageviews and 85.7% bounce rate on the consultation form landing page that dedicated for use on this campaign. There was also an increase in monthly calls to our Call Center during this time, from 14,020 in April and 13,975 in May, to 15,078 in June and 15,473 in July indicating there may be increased interest in contacting child support services due to the stimulus and the economic impact of the pandemic in general. It is important to note that non-welfare case openings decreased slightly during this time period. This is likely due to COVID drastically affecting Court operations.

Since May 2020, website metrics have returned to baseline, and show no year-over-year or monthly changes in response to our most recent ad campaigns. Compared to users who visited our website after finding us on a search engine, users who clicked on our Intervention IV digital ads and visited the OC CSS website spent the shortest amount of time at our website, typically less than 15 seconds. Additionally, they tended to view only the landing page before exiting, and they had the highest bounce rate. Users who actively searched for child support services spent more time and view more pages than those who came to the website because of the ads. Thus, it appears that many users who visited our website due to the ads were either unintentional visitors or users who did not find what they expected. Indeed, once the campaign ended on August 30, 2021, bounces decreased while page duration and pages viewed increased to baseline levels.

[20] 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.

EMAIL BLAST

Question 3: Were the January and February 2021 email blasts effective in taking users to the online form?

Figure 17. Statistics for the School District Newsletter Email Blasts

Performance Measure	January Performance	February Performance	Industry-Standard for Government Agencies[21]
Open/Impression Rate	42.3%	44.2%	25.9%
Action/Impression Rate / Click-Through Rate (CTR)	1.3%	0.8%	10.2%
Actions/Unique clicks to online form	484	256	N/A

Answer: OC CSS has historically had difficulty reaching parents through our local schools. In an attempt to better reach parents of school-aged children, OC CSS used Peachjar's email services to test whether including our advertisements in a digital newsletter reaching parents of students in area school districts would be a viable method for accomplishing this goal and generating meaningful connections.

We sent 85,373 emails in January, with 36,110 views (or opens), and we sent 73,982 emails in February, with 32,698 views. Throughout the campaign, 43% of users opened the email, and of those, only 4% (or 2,885 unique users) clicked through to the online form. Of those, 740 clicks were to the landing page, and 60 contact forms were submitted; thus, 8% of those who clicked onto the landing page submitted a contact form. Fifty-nine parents called the special hotline in the advertisement and spoke with our case initiation team. This serves as the largest source of contact between the various digital media platforms, as Facebook had 34, Google Search had 19, and the CSS website had 18.However, it should be noted that there was less participation by parents in the underserved areas identified earlier in this evaluation. Some parents misinterpreted the ad and asked questions about after-school care or government benefits in general, such as how one would go about applying for welfare.

Due to low conversion performance, we created a new landing page/form suitable for a mobile platform during Intervention III**.** A greater percentage of landing page visitors submitted contact forms on mobile landing pages than from desktop pages, with 82.9% of landing page visitors using a mobile operating system during Intervention III, and 64.2% of overall website visitors using a mobile operating system during Intervention IV. Intervention III saw 61,359 unique pageviews, with an 86.5% bounce rate, 83 submitted contact forms, and a 0.14% conversion rate. With more specific targeting, Intervention IV saw fewer unique pageviews, at 7,886, with an 81.2% bounce rate, 15 submitted contact forms, and a higher conversion rate at 0.19%. However, we were

[21] 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.

testing a multitude of factors during these phases, including messaging, platforms, and targeting, so there are too many variables at play to attribute any increases to the implementation of the mobile landing page.

VENDOR ANALYTICS

Question 4: What were the overall performance numbers for the 3-week May 2021 campaign?

Figure 18. Example of Ads for Facebook and Instagram

Figure 19. Example of Ads for Snapchat

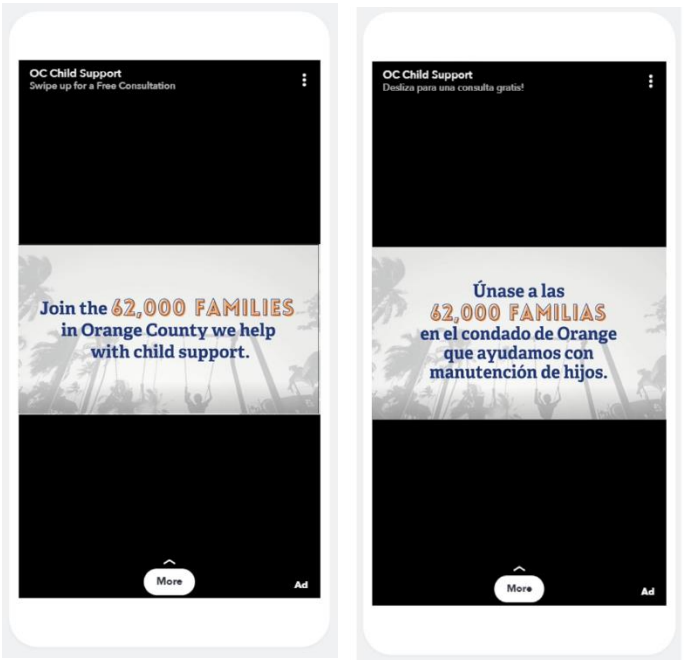


Figure 20. Example of Ads for Google

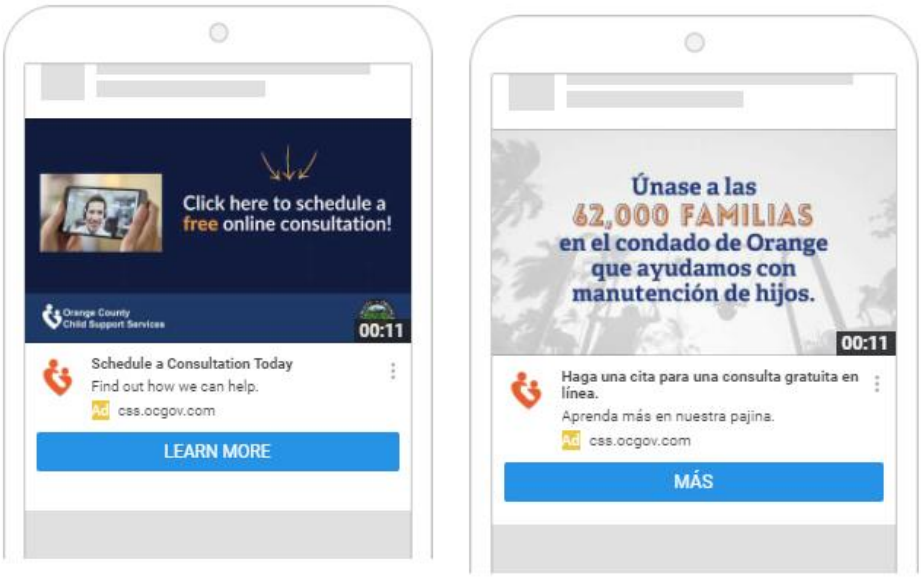


Figure 21. Metrics for May 2021

Platform	Language	Impressions	Clicks	CTR	Views	View Rate	Average Cost per View	Average Cost per Click
Snapchat	English	85,025	1,065	1.25%	1,062	1.20%	$0.15	$0.94
	Spanish	35,576	509	1.43%	562	1.57%	$0.15	$0.98
Facebook / Instagram	English	78,245	587	0.75%	5,203	6.64%	$0.19	$1.70
	Spanish	114,734	1,150	1.00%	9,207	7.86%	$0.16	$1.30
Google	English	79,436	222	0.28%	18,300	23.04%	$0.05	$4.20
	Spanish	164,026	917	0.56%	38,265	23.33%	$0.04	$1.71
	Total	**557,042**	**4,450**	**0.80%**	**72,599**	**13.03%**	**$0.09**	**$1.45**

Answer: While Google ads yielded more views, the click-through rate for Snapchat was higher. Snapchat had the highest number of clicks for English-language ads (1,150), while Facebook had the highest number of clicks for Spanish-language ads (1,065). Additionally, the Snapchat ads were more cost-effective than the other options, with an average cost per click under $1.00 for both English- and Spanish-language ads. The Google ads were the least cost-effective, with an average cost per click of over $1.70 for Spanish-language ads and over $4.00 for English-language ads.

Question 5: What were the overall performance numbers for the Summer (June, July, and August) 2021 campaign?

Figure 22. Images Used for Social Media Campaign – English

Figure 23. Images Used for Social Media Campaign – Spanish

Figure 24. Key Metrics by Language

Month	Language	Impressions	Clicks	CTR
June	English	607,128	688	0.11%
	Spanish	202,380	303	0.15%
July	English	636,658	282	0.04%
	Spanish	266,877	321	0.12%
August	English	639,887	331	0.05%
	Spanish	274,237	280	0.10%
	Total	**2,627,167**	**2,205**	**0.08%**

Figure 25. Key Metrics by Social Media Platform

Month	Platform	Impressions	Clicks	CTR
June	Facebook	305,567	2,404	0.79%
	Pinterest	104,944	310	0.30%
	Snapchat	19,699	192	1.03%
	Instagram	64,658	378	0.58%
July	Facebook	498,611	3,663	0.73%
	Pinterest	145,430	479	0.33%
	Snapchat	25,533	242	0.91%
	Instagram	110,376	592	0.54%
August	Facebook	469,755	2,191	0.47%
	Pinterest	107,713	343	0.32%
	Snapchat	59,184	461	0.78%
	Instagram	158,258	769	0.49%
	Total	**2,069,728**	**12,024**	**0.58%**

Answer: Audience targeting was much more specific during this intervention than in previous interventions, and our attempt to speak to the seasonal/summer needs of families (such as paying for summer programs) may have been too vague, or not direct enough in addressing parents' specific needs; thus, Intervention IV suffered lower performance than Intervention III. During the entire three-month campaign, there was only a single call to the hotline number, and 15 form submissions. Twelve of those customers were female, three were male, and the gender of the other caller was not recorded. However, the intervention was helpful in allowing us to evaluate the effectiveness in targeting additional audience characteristics.

Snapchat had the best CTR each month, for an overall rate of 0.85%, despite having the fewest overall impressions (104,416). The most engaged age groups for the English-language ads were females aged 18 to 20 and females aged 25 to 34, while the most engaged age groups for the Spanish-language ads were females aged 35 and up. Users identified by Snapchat as "sports fans" were the most engaged audience, and 74% of those users interacted through iPhones.

Facebook had the second highest CTR, with an overall rate of 0.65%, as well as the greatest number of impressions (1,273,933). There were 860,282 impressions of the English-language ad, for a CTR of 0.66%, and 413,651 impressions of the Spanish-language ad, for a CTR of 0.50%. The most engaged age group for both languages was females aged 45 to 54, followed by females aged 35 to 44.

Instagram had an overall CTR of 0.52% with 333,292 impressions. The English-language ad had 243,029 impressions and a CTR of 0.52%, while the Spanish-language ad had 90,263 impressions and a CTR of 0.53%. The most engaged age group for both languages was females aged 25 to 34, followed by females aged 35 to 44. Pinterest had an overall CTR of 0.32% with 358,087 impressions. The English-language ad had 346,155 impressions and a CTR of 0.32%, while the Spanish-language ad had 90,263 impressions and a CTR of 0.53%. The most engaged age group for both languages was females aged 18 to 24, followed by males aged 35 to 44. Most Pinterest users engaged with the ads using the Pinterest mobile app via iPhones.

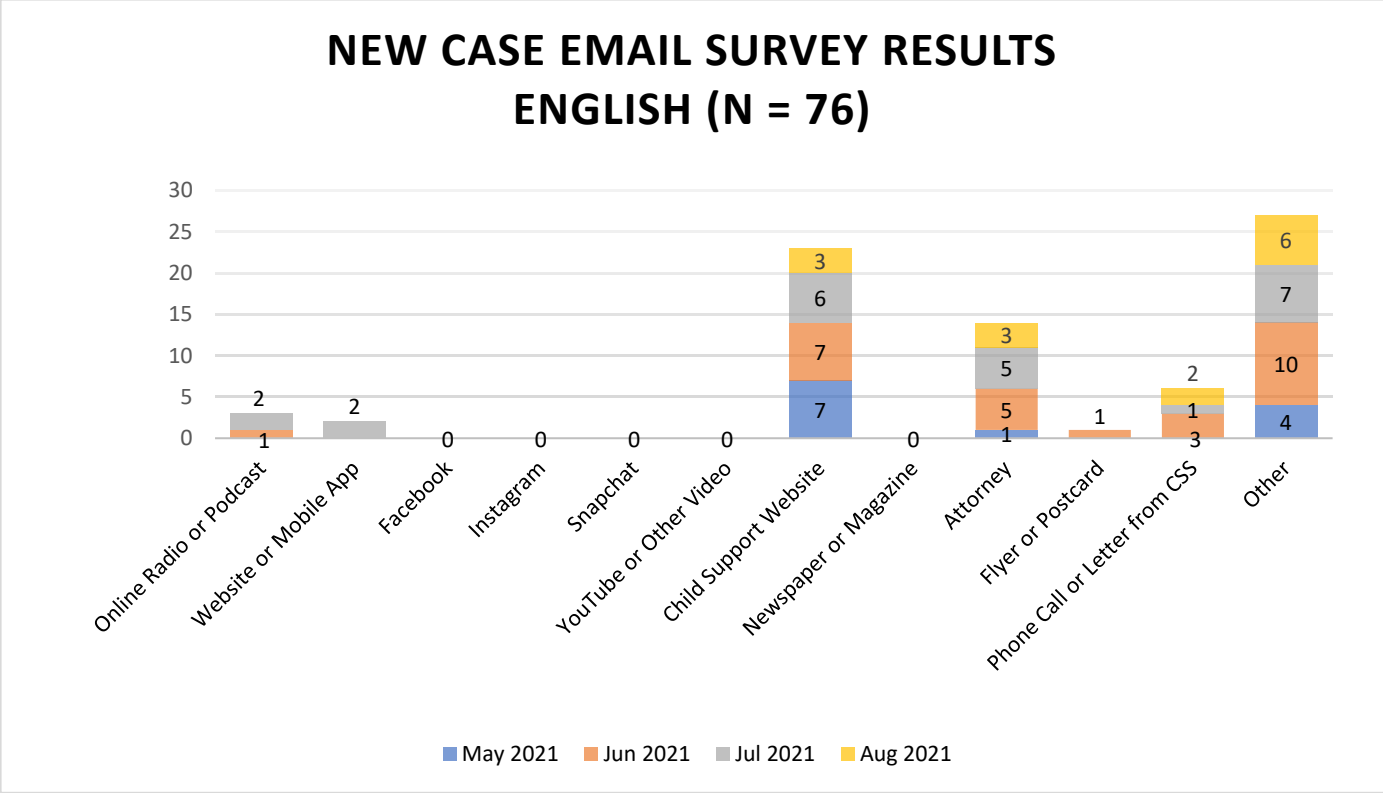
Overall, we found that the best age groups to target are 18 through 35 and 35 through 45, as results diminished after 45. For platforms, Facebook and Snapchat performed best in terms of cost and volume, but we would like

to focus future efforts on converting those views to concrete results or actions. We plan to revisit the landing page and reconsider whether the conversion action should be submitting a contact form or if there are other measures that would indicate increased customer education, for instance, if the landing page displayed common questions and answers. Perhaps each question could link to a page with its corresponding answer, and we could measure the number of clicks to that page, as well as the duration of time spent on that page. We also plan to identify whether a viewer may find that there is a disconnect between the content in the ads and the landing page. Perhaps a better alignment of content may decrease the bounce rate.

NEW CASE OPENING SURVEY RESULTS

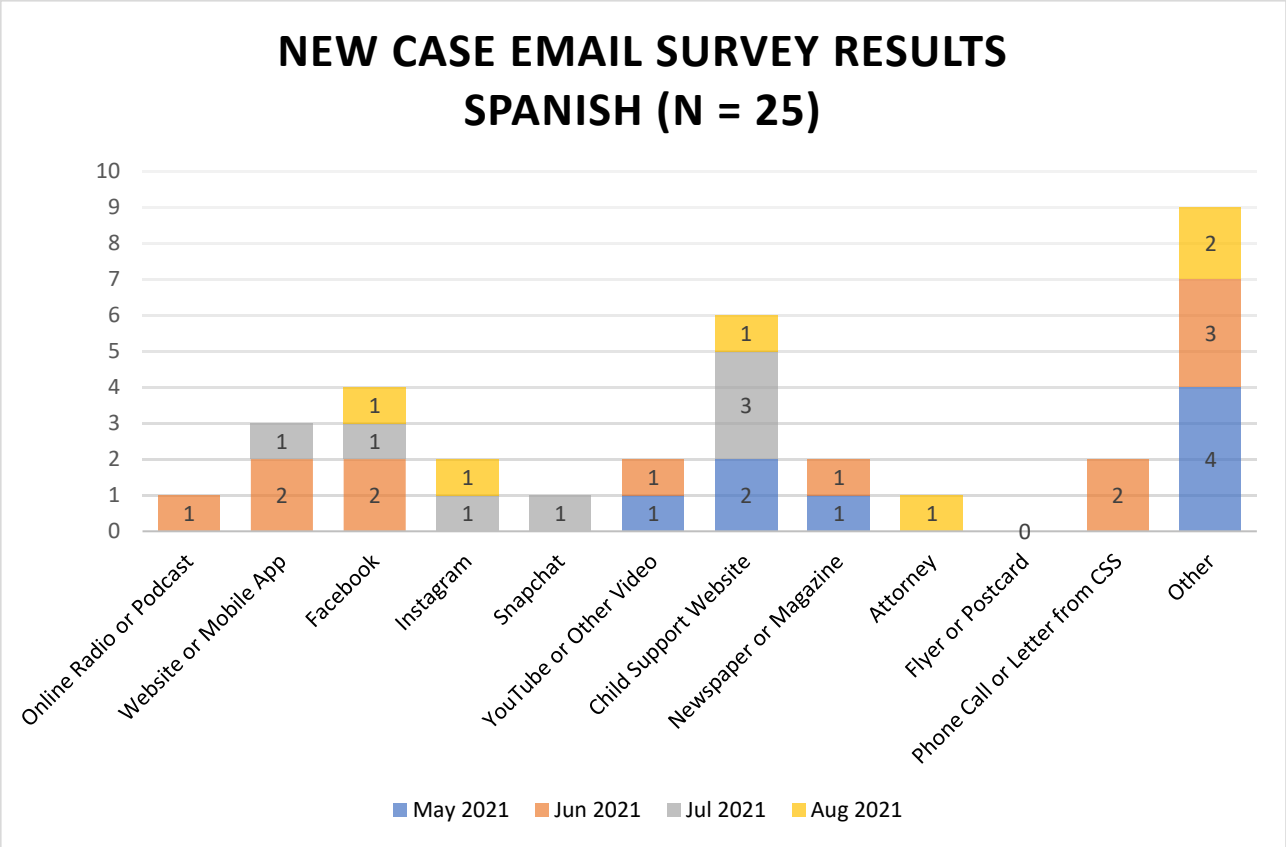
Question 6: Do our new, never-assisted customers report having heard/seen our advertisements?

Figure 26. New, English-speaking Case Email Survey Results, May-August 2021[22]



[22] For Figures 26-29, values indicate the number of respondents who selected each category.

Figure 27. New, Spanish-speaking Case Email Survey Results, May-August 2021

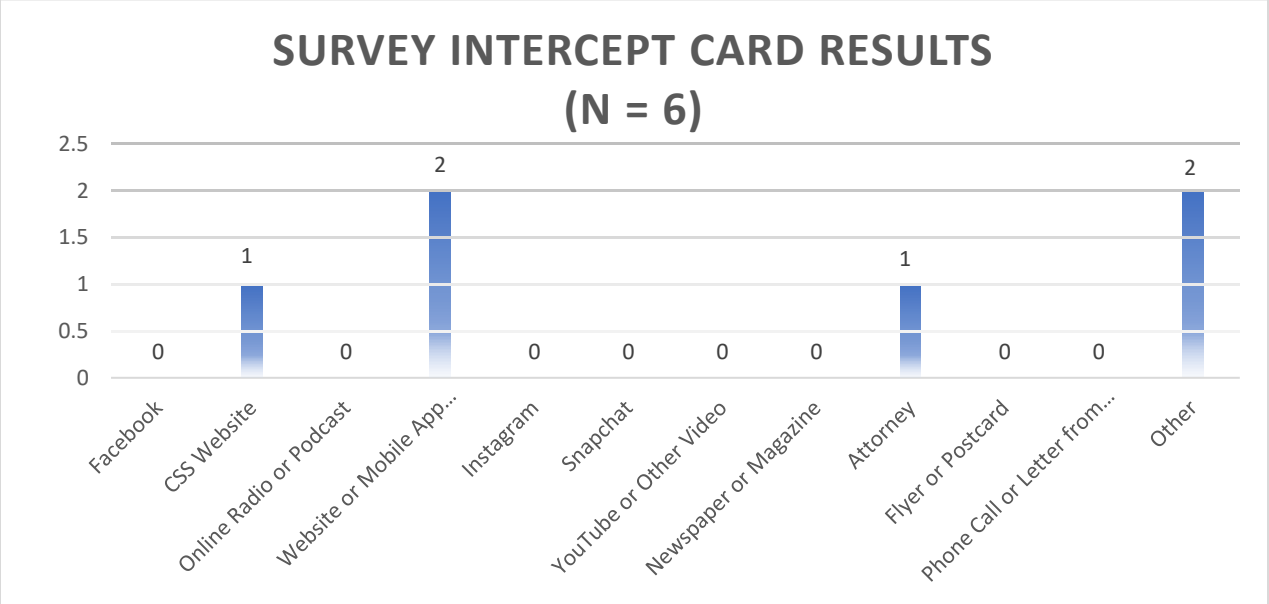


Answer: The majority of our new, non-welfare survey respondents did not report hearing or seeing our advertisements on social media or the Internet, other than the OC CSS website. Two respondents, one who opened a case in August and one who opened a case in September, reported seeing our ad on Instagram. 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=13), "court" (n=5), "internet search" or "Google" (n=3), and "[non-TANF] social worker" (n=1). One person stated that they heard from us from the school district, and one person said they saw a billboard at the mall.

FACE-TO-FACE SURVEY INTERCEPT RESULTS,

Question 7: Do our customers making office visits report having heard/seen our advertisements?

Figure 28. Survey Intercept Card Results, May-August 2021



Answer: Phase IV intercept surveys were limited to new customers needing to open a case who visited the lobby. Due to decreased lobby traffic, we had very few in-person customers opting to take the survey (n=6). Therefore, we are not able to draw accurate conclusions from this survey due to its low sample size. Two customers reported seeing our ad on websites or mobile applications. No customers reported seeing our ads on Facebook, Instagram, or Snapchat. Two customers indicated that they had heard of OC CSS through means "other" than those listed on the survey intercept card. Of those, one indicated that they had heard of OC CSS through "a friend," and the other stated that they walked in while "pass[ing] by" the office.

CASE CHARACTERISTICS ANALYSIS RESULTS

Question 8: 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 case characteristics (1) between cases that opened during the intervention period versus the period before, (2) between cases that opened during the intervention period versus the period after, or (3) between cases that opened during the intervention period versus the same period the previous 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
- Crossfiles[23]
- Employment

RECOMMENDATIONS

While the results of each intervention period reveal little to no effect of the ads on case opening, the advertisements have garnered numerous views and clicks throughout the life of the grant, hence we recommend the following for future ad campaigns:

- Using seasonal ad styles:
  - Because we had a "back-to-school" theme in our Intervention III ads, we were able to use additional targeting on Facebook and Snapchat that delivered our ad to parents interested in back-to-school shopping and in preschool playgroups.
  - The images depicting the new virtual learning environment performed well, particularly those pairing children with fathers. These ads speak to the needs of the parents with whom we are trying to connect.
- Using "Family Diversity" and "Statistics" ad styles:
  - The "you're not alone" sentiment and "don't do it by yourself" verbiage performed very well overall.
  - The "join the 62,000 families in Orange County" copy also performed well, conveying trust and experience in helping other families, while reminding individual parents that they are not alone.
- Directing viewers to an online self-scheduling tool instead of a contact form:
  - Due to a low conversion rate with the contact form (Interventions II and III), viewers were routed to our self-scheduling appointment tool in Intervention IV. Users were able to select from a range of virtual, phone, or in-person meetings with OC CSS staff. Changes in appointment-tracking are currently underway so that virtual appointment scheduling can be tracked in the future.
- Removing income parameters from Snapchat ads:
  - It was apparent after Intervention III that there was a lack of engagement with the Spanish-speaking Snapchat audience. Removing parameters, especially those related to income, ensures a wider Spanish-speaking audience.
- Partnering with Peachjar to advertise directly to parents of school-aged children in surrounding school districts:

[23] 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.

        - Being able to reach parents of school-aged children was traditionally difficult for us, but this tool allowed us to connect to those parents. Having trusted community partners in the school districts helps amplify our message and our availability.
        - While we were able to speak with the 59 parents who contacted us as a result of this partnership, we found that some parents misinterpreted the purpose of the advertisement and thought we could help with after-school programs or general welfare benefits. We recommend focusing directly on what child support is and what it could do for families who need it.
    - Advertising on Snapchat and other social media platforms:
        - We think that many of the users viewing and clicking on our ads are not ready to use our services, as these views and clicks do not seem to lead to new case openings. Afterall, an immediate link to a contact form may feel like too much of a commitment for this audience. They may want to learn more about what child support entails before they are ready to speak to a case manager. These efforts have taught us to pivot to using advertising to educate customers, and to critically review our educational methods. If a link to the homepage of our website provides too much information, and a link to a contact form provides too little, we may need to find a middle ground. Continuing to develop our marketing campaign and continuing to advertise will give our customers time to come to us when they are ready.
        - While the high bounce rates and low conversion rates (i.e., few contact forms submitted) suggested the new audience is less engaged, the high volume of 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.
    - Using more video ads:
        - Video ads generated higher click-through-rates in both the third and fourth interventions.
        - Shorter videos required fewer resources and less time for development while performing just as well as longer videos.
    - Investing in the agency website:
        - In response to the needs of this project, OC CSS reformatted its website to enhance ease of navigation, and adopted mobile-responsive capabilities.
        - Survey feedback consistently points to our website as one of the first sources for learning about our services.
        - Further investments in the website through organic and paid search engine optimization, consistent learning about user behavior, and continuous improvement informed by user behavior would increase the value of this resource for potential customers.

CONCLUSION

Our goals for our final two interventions were (1) to increase awareness and inform parents how they could benefit from our services, and (2) to provide a link to a landing page that would provide an avenue for parents to initiate communication and learn more about our services before applying.

Survey results showed that the majority of our survey respondents did not report having heard or seen our advertisements on social media or other websites and mobile apps. However, the overall CTR reported for the various social media platforms was 0.58% (i.e., 12,024 total clicks from 2,069,728 total views), which is higher than industry standards of 0.35%. Of the social media platforms used, Snapchat had the best CTR (0.85%) but the fewest overall impressions (104,416).

Given the low rates of reporting ad recognition and the low numbers of contact forms submitted, 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 systematically 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 systematically differ in income, racial/ethnic background, preferred language, gender, crossfiles, number of addresses, or number of employers.

While there was an increase in website hits, those new visits were abnormally brief, with high bounce rates, short view durations, and few pages visited. It is possible that those parents are not ready to apply for or do not need our services. However, they now know about our services, and can visit us when they are ready. Further, they can spread the word about OC CSS throughout the community.

The digital marketing campaign was successful in allowing OC CSS to partner with area school districts to help target and amplify our message to parents via a source they can trust. It was also successful in increasing general awareness of Child Support Services within our community, and in letting parents know they can view OC CSS as a supportive, trusted partner. The digital nature of this marketing campaign allowed OC CSS to make real-time changes tailormade for an ever-changing world and for customers who expect to see relevant, dynamic content.

APPENDIX A – EMAIL BLAST

Figure 29. Flyer Used in Virtual Learning-Themed Email Blast

Figure 30. Flyer Used in Sports-Themed Email Blast

APPENDIX B – CHARACTERISTICS

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

Figure 31. Monthly Trends in New Case Openings, FPM3, and FPM4

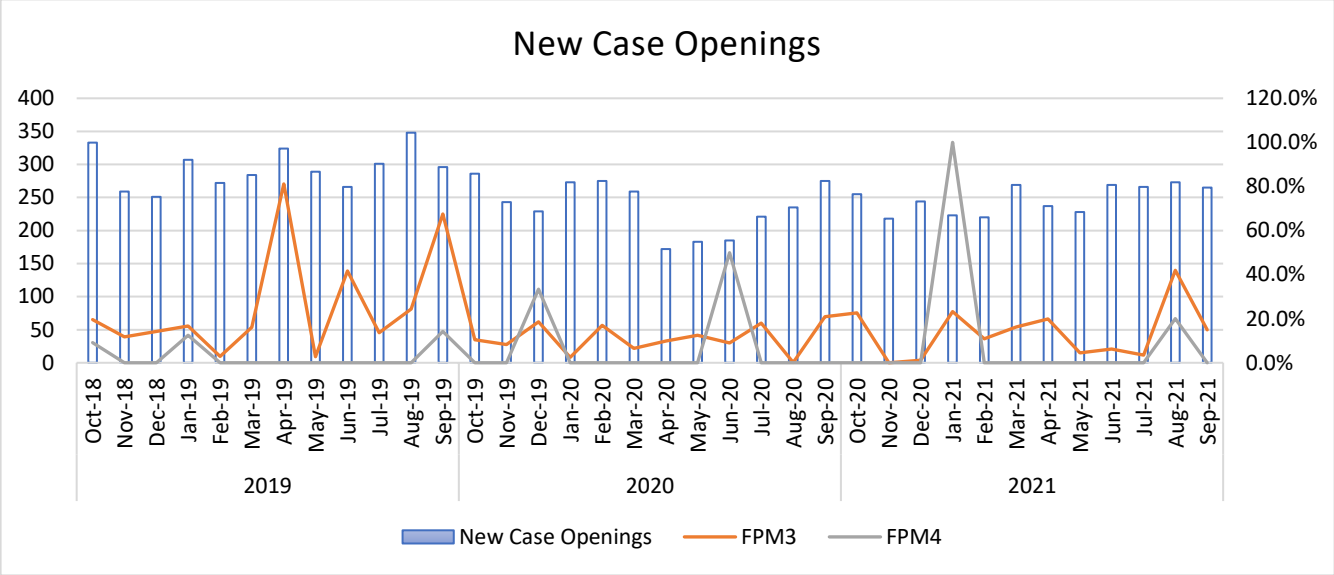


Figure 32. Monthly Volumes in New Case Openings, FPM3, and FPM4

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%

*Point-in-time FPM 3 and FPM 4 can be highly variable, as the cases had just opened and very few are billing current support or arrears.

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.

Figure 33. Monthly Trends in Cases Billing Current Support and Cases with Arrears Due

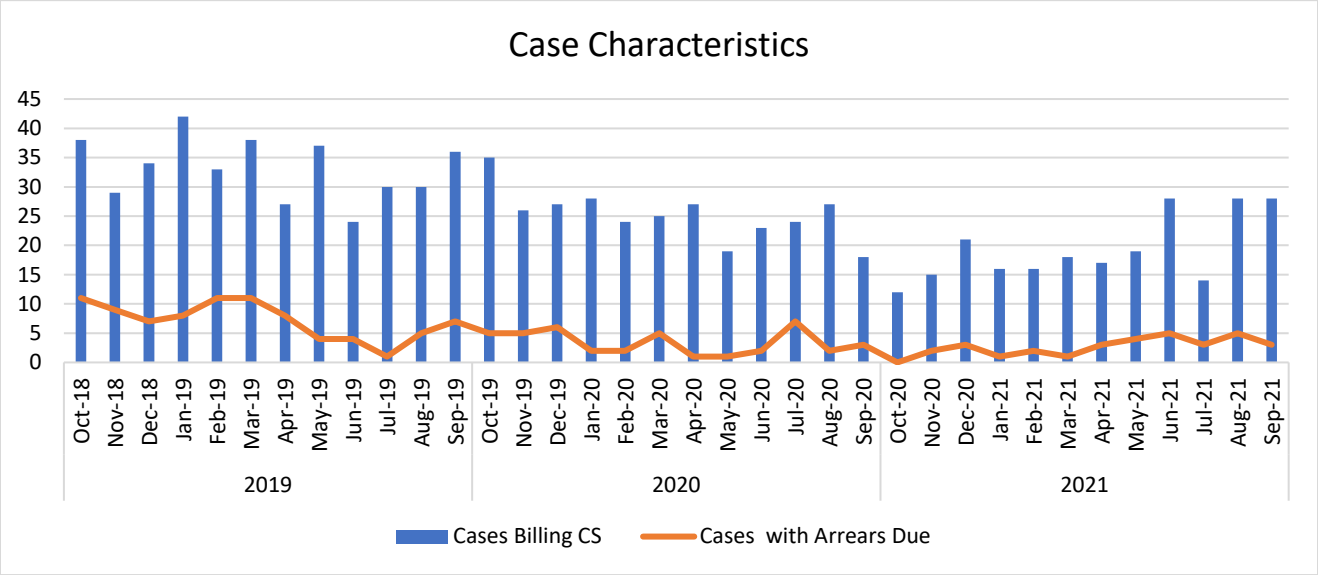


Figure 34. Monthly Volumes in Cases Billing Current Support and Cases with Arrears Due

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
Nov-20	15	2
Dec-20	21	3
Jan-21	16	1
Feb-21	16	2
Mar-21	18	1
Apr-21	17	3
May-21	19	4
Jun-21	28	5
Jul-21	14	3
Aug-21	28	5
Sep-21	28	3

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.

Figure 35. Monthly Trend in Average Current Support Due

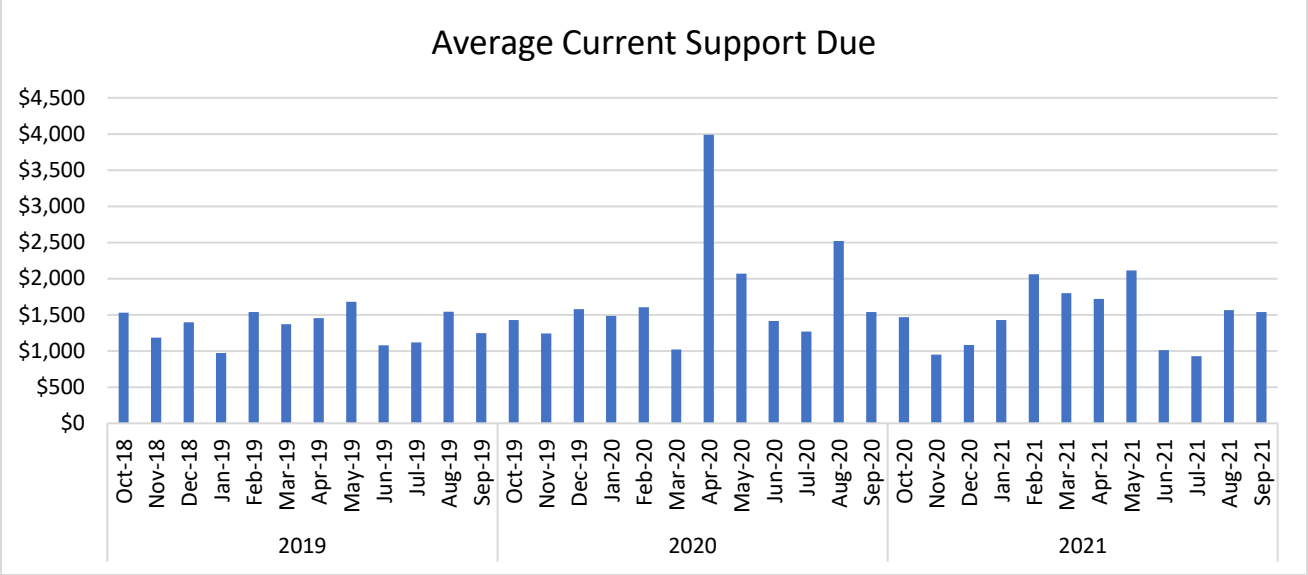


Figure 36. Measures of Central Tendency Describing Current Support Due

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
Nov-20	$952	$688	$100	$2,069	$14,277
Dec-20	$1,081	$631	$225	$5,000	$22,699
Jan-21	$1,429	$923	$381	$3,600	$22,862
Feb-21	$2,061	$1,413	$400	$10,600	$32,976
Mar-21	$1,801	$874	$375	$2,500	$24,813
Apr-21	$1,719	$1,000	$300	$6,000	$29,218
May-21	$2,114	$1,280	$350	$7,500	$40,158
Jun-21	$1,012	$725	$129	$3,300	$28,338
Jul-21	$927	$750	$25	$2,000	$12,971
Aug-21	$1,564	$833	$50	$8,793	$43,800
Sep-21	$1,540	$1,139	$260	$5,000	$43,122

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.

Figure 37. Monthly Trend in Average Current Support Paid

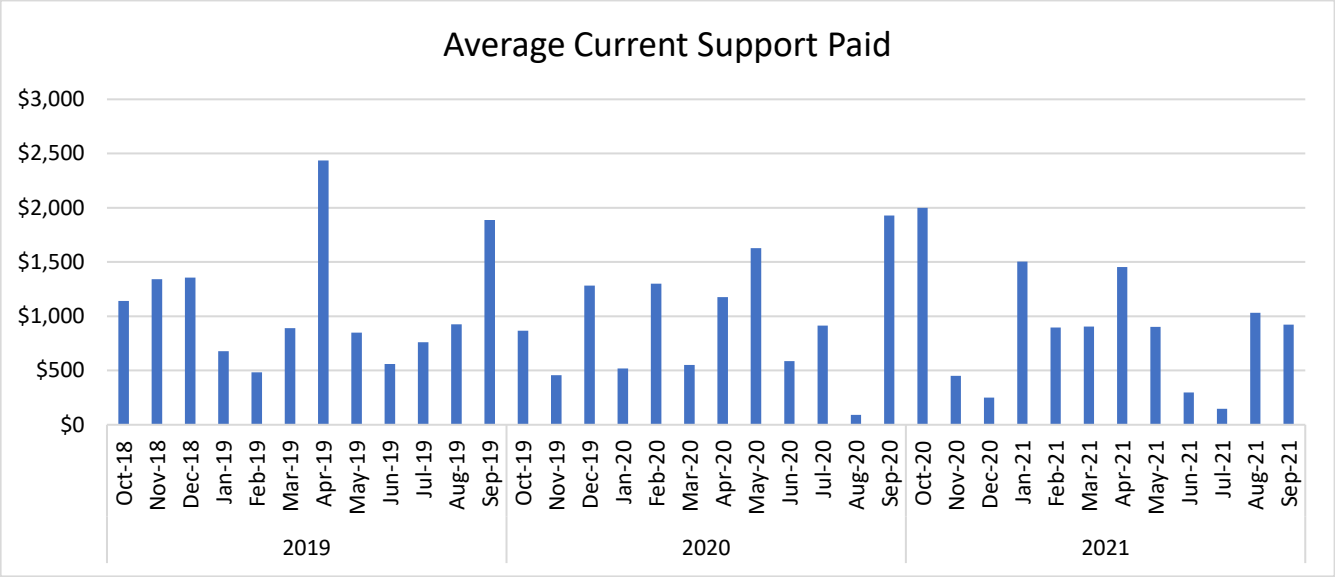


Figure 38. Measures of Central Tendency Describing Current Support Paid

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
Nov-20	$450	$1,800	$650	$2,800	$3,062
Dec-20	$249	$249	$249	$249	$249
Jan-21	$1,503	$1,050	$200	$3,260	$4,510
Feb-21	$896	$586	$468	$1,944	$3,583
Mar-21	$904	$647	$300	$1,753	$2,482
Apr-21	$1,454	$1,224	$500	$2,869	$5,816
May-21	$904	$904	$697	$1,110	$1,807
Jun-21	$296	$279	$60	$589	$1,778
Jul-21	$148	$33	$12	$400	$445
Aug-21	$1,032	$520	$113	$2,976	$4,128
Sep-21	$925	$700	$300	$1,790	$6,472

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.

Figure 39. Monthly Trend in Average Arrears Due

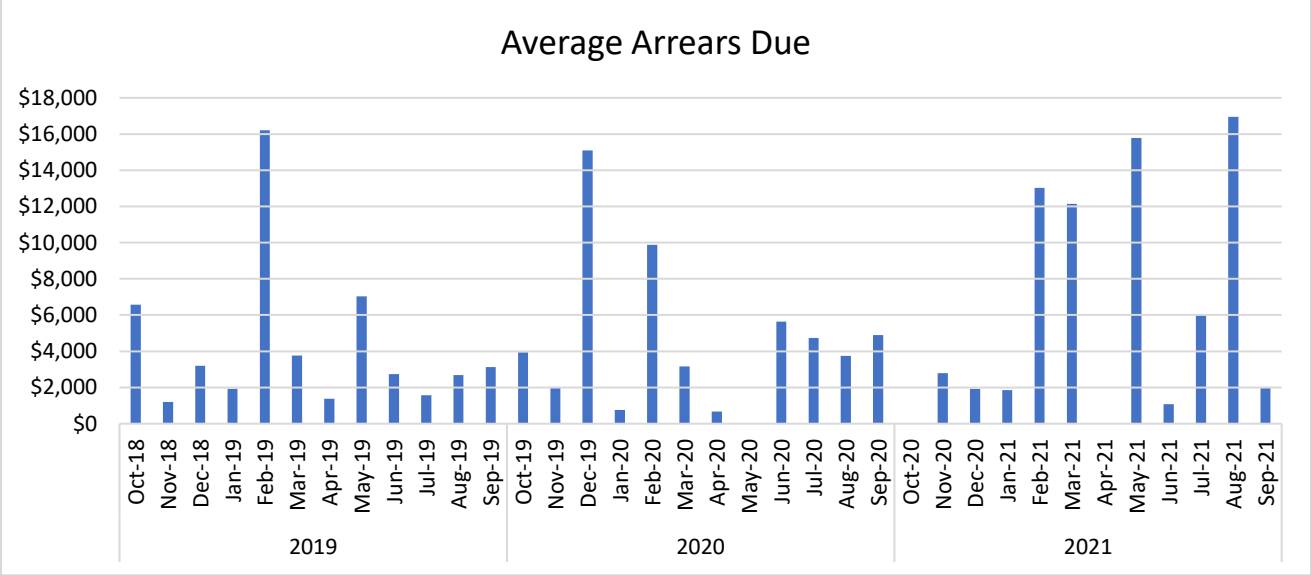


Figure 40. Measures of Central Tendency Describing Arrears Due

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
Nov-20	$2,792	$2,792	$2,792	$2,792	$2,792
Dec-20	$1,927	$2,042	$1,086	$2,654	$5,782
Jan-21	$1,846	$1,846	$1,846	$1,846	$1,846
Feb-21	$13,025	$13,025	$10,588	$15,462	$26,051
Mar-21	$12,150	$12,150	$12,150	$12,150	$12,150
Apr-21	$0	$0	$0	$0	$0
May-21	$15,776	$16,728	$5,547	$24,099	$63,102
Jun-21	$1,074	$1,096	$474	$1,630	$4,296
Jul-21	$6,024	$5,957	$1,692	$10,424	$18,073
Aug-21	$16,949	$2,571	$605	$47,671	$50,848
Sep-21	$2,028	$1,144	$212	$4,728	$6,083

Figure 41. Monthly Trend in Average Arrears Paid

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.

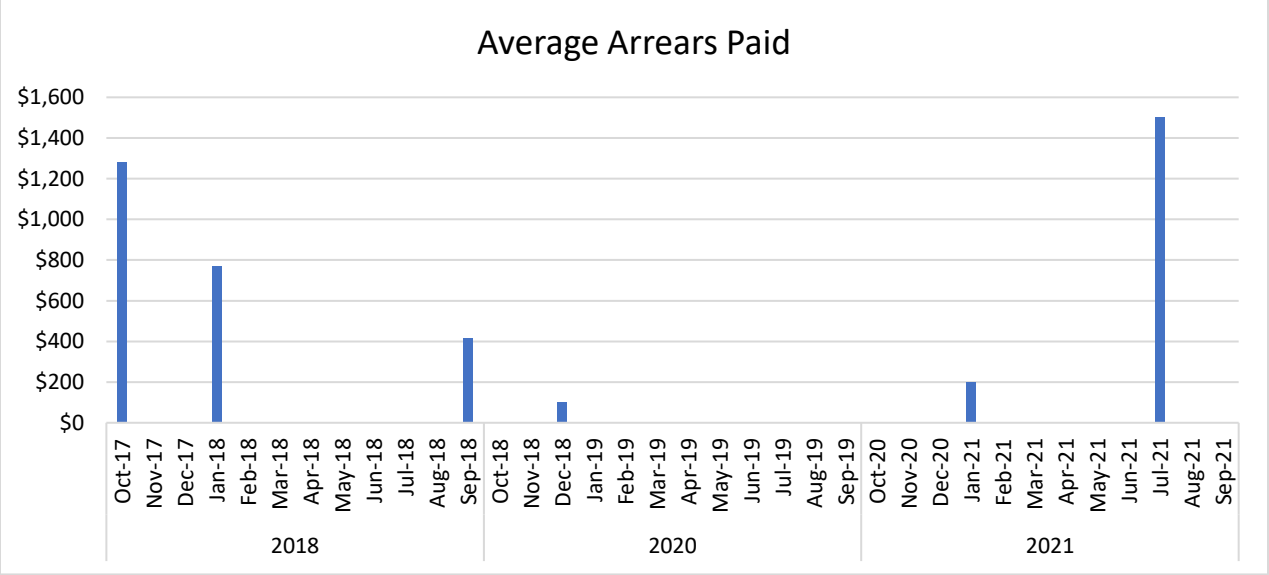


Figure 42. Measures of Central Tendency Describing Arrears Paid

Month	Average Arrears Paid	Median Arrears Paid	Minimum Arrears Paid	Maximum Arrears Paid	Total Arrears Paid
Oct-18	$1,282	$1,282	$1,282	$1,282	$1,282
Nov-18	$0	$0	$0	$0	$0
Dec-18	$0	$0	$0	$0	$0
Jan-19	$771	$771	$771	$771	$771

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	$413	$413	$413	$413	$413
Oct-19	$0	$0	$0	$0	$0
Nov-19	$0	$0	$0	$0	$0
Dec-19	$100	$1,472	$786	$786	$1,572
Jan-20	$0	$0	$0	$0	$0
Feb-20	$0	$0	$0	$0	$0
Mar-20	$0	$0	$0	$0	$0
Apr-20	$0	$0	$0	$0	$0
May-20	$0	$0	$0	$0	$0
Jun-20	$0	$0	$0	$0	$0
Jul-20	$0	$0	$0	$0	$0
Aug-20	$0	$0	$0	$0	$0
Sep-20	$0	$0	$0	$0	$0
Oct-20	$0	$0	$0	$0	$0
Nov-20	$0	$0	$0	$0	$0
Dec-20	$0	$0	$0	$0	$0
Jan-21	$200	$200	$200	$200	$200
Feb-21	$0	$0	$0	$0	$0
Mar-21	$0	$0	$0	$0	$0
Apr-21	$0	$0	$0	$0	$0
May-21	$0	$0	$0	$0	$0
Jun-21	$0	$0	$0	$0	$0
Jul-21	$1,503	$1,503	$1,503	$1,503	$1,503
Aug-21	$0	$0	$0	$0	$0
Sep-21	$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

Figure 43. Monthly Trends in New Case Openings, FPM3, and FPM4

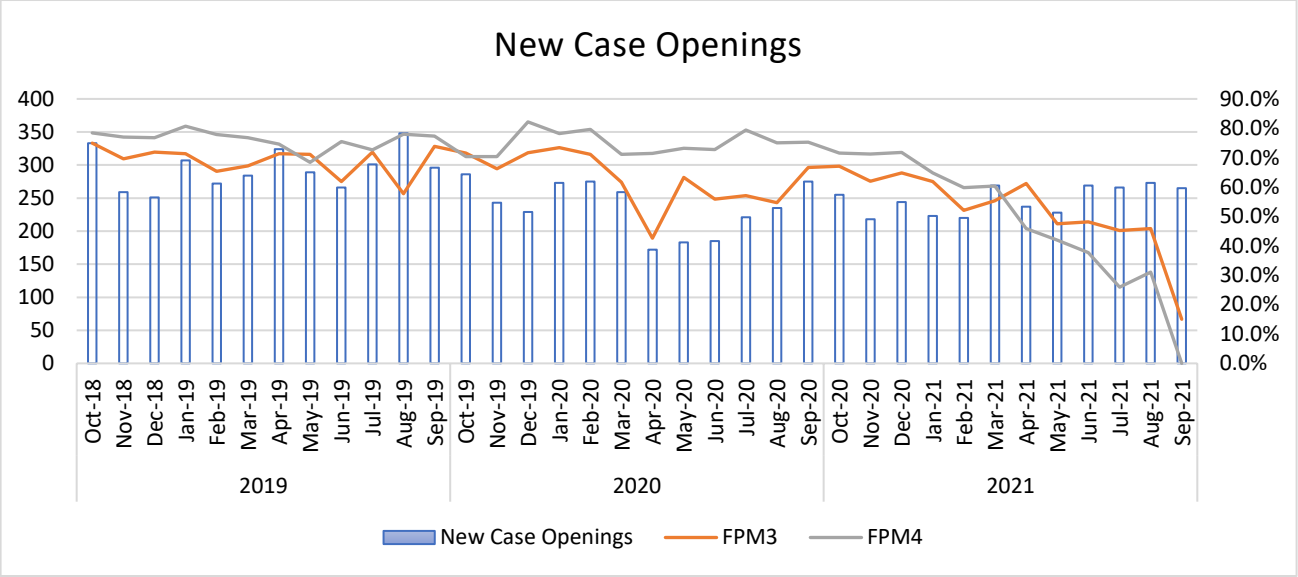


Figure 44. Monthly Volumes in New Case Openings, FPM3, and FPM4

Month	New Case Openings	FPM3	FPM4
Oct-18	333	75.0%	78.4%
Nov-18	259	69.7%	77.0%
Dec-18	251	71.9%	76.8%
Jan-19	307	71.3%	80.7%
Feb-19	272	65.4%	77.9%
Mar-19	284	67.2%	76.8%
Apr-19	324	71.4%	74.6%
May-19	289	71.1%	68.4%
Jun-19	266	61.9%	75.5%
Jul-19	301	71.9%	72.6%
Aug-19	348	57.7%	78.0%
Sep-19	296	73.8%	77.3%
Oct-19	286	71.5%	70.3%
Nov-19	243	66.2%	70.4%
Dec-19	229	71.6%	82.2%
Jan-20	273	73.4%	78.3%
Feb-20	275	71.2%	79.6%
Mar-20	259	61.7%	71.1%
Apr-20	172	42.5%	71.4%
May-20	183	63.3%	73.2%
Jun-20	185	55.9%	72.7%

Jul-20	221	57.1%	79.4%
Aug-20	235	54.7%	75.0%
Sep-20	275	66.7%	75.2%
Oct-20	255	67.1%	71.6%
Nov-20	218	61.9%	71.3%
Dec-20	244	64.8%	71.7%
Jan-21	223	61.9%	64.8%
Feb-21	220	52.1%	59.8%
Mar-21	269	55.4%	60.4%
Apr-21	237	61.2%	45.9%
May-21	228	47.5%	41.9%
Jun-21	269	48.2%	37.7%
Jul-21	266	45.3%	25.9%
Aug-21	273	45.9%	31.0%
Sep-21	265	15.0%	0.0%

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.

Figure 45. Monthly Trends in Cases Billing Current Support and Cases with Arrears Due

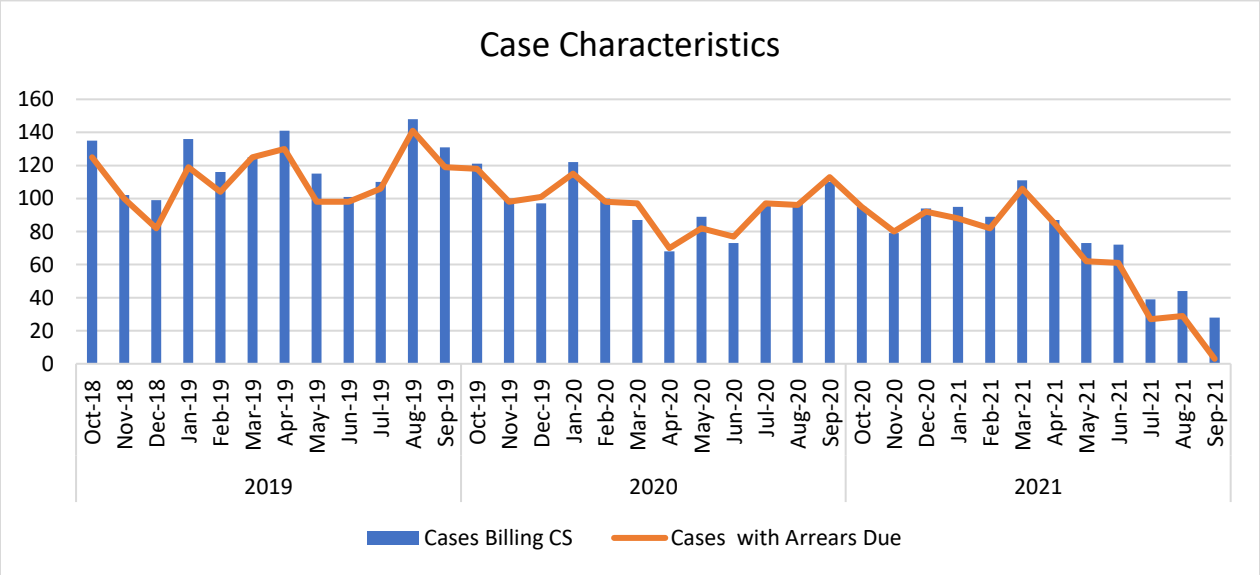


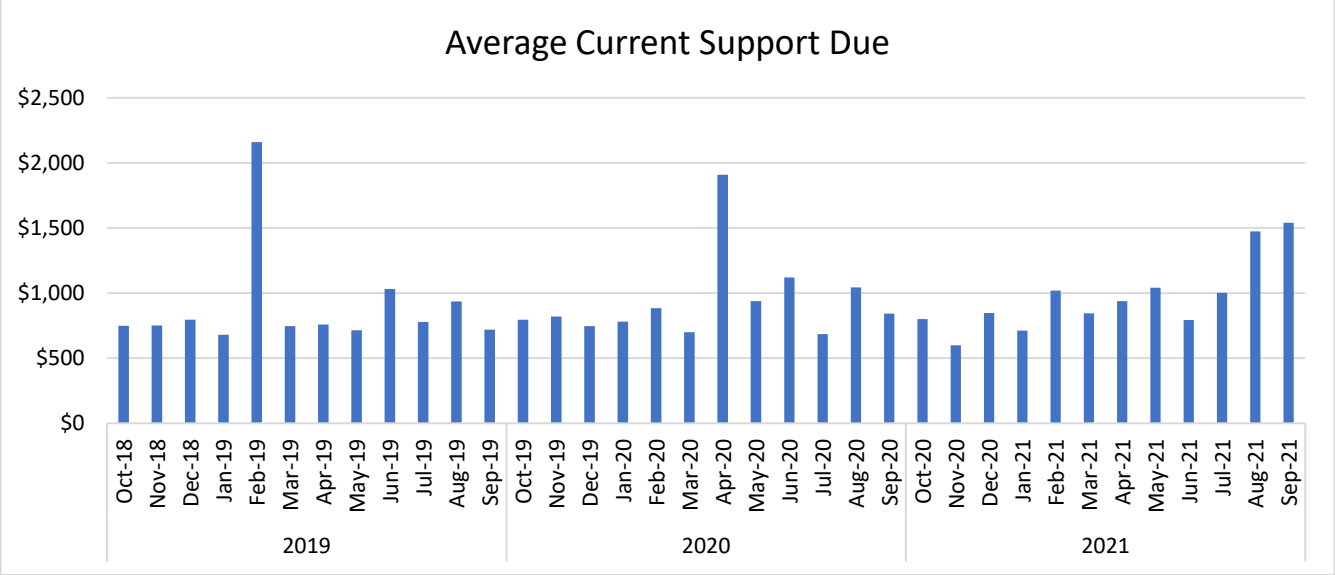
Figure 46. Monthly Volumes in Cases Billing Current Support and Cases with Arrears Due

Month	Cases Billing CS	Cases with Arrears Due
Oct-18	135	125
Nov-18	102	100
Dec-18	99	82
Jan-19	136	119

Feb-19	116	104
Mar-19	125	125
Apr-19	141	130
May-19	115	98
Jun-19	101	98
Jul-19	110	106
Aug-19	148	141
Sep-19	131	119
Oct-19	121	118
Nov-19	100	98
Dec-19	97	101
Jan-20	122	115
Feb-20	100	98
Mar-20	87	97
Apr-20	68	70
May-20	89	82
Jun-20	73	77
Jul-20	96	97
Aug-20	97	96
Sep-20	110	113
Oct-20	95	95
Nov-20	79	80
Dec-20	94	92
Jan-21	95	88
Feb-21	89	82
Mar-21	111	106
Apr-21	87	85
May-21	73	62
Jun-21	72	61
Jul-21	39	27
Aug-21	44	29
Sep-21	28	3

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.

Figure 47. Monthly Trend in Average Current Support Due



*The average current support due amounts for February 2019 and April 2020 are atypical, due to abnormally large monthly due amounts for single cases. These are the exact values reported on the CS-1257 report.

Figure 48. Measures of Central Tendency Describing Current Support Due

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
Nov-20	$599	$438	$59	$2,069	$47,317
Dec-20	$847	$478	$15	$5,500	$79,648
Jan-21	$712	$518	$43	$3,600	$67,679
Feb-21	$1,019	$488	$50	$10,600	$90,718
Mar-21	$844	$555	$100	$6,666	$93,704
Apr-21	$939	$559	$70	$6,000	$81,690
May-21	$1,041	$650	$116	$7,500	$76,010
Jun-21	$792	$600	$100	$3,000	$57,025
Jul-21	$1,002	$569	$25	$8,023	$39,078
Aug-21	$1,474	$800	$50	$10,000	$64,836
Sep-21	$1,540	$1,139	$260	$5,000	$43,122

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.

Figure 49. Monthly Trend in Average Current Support Paid

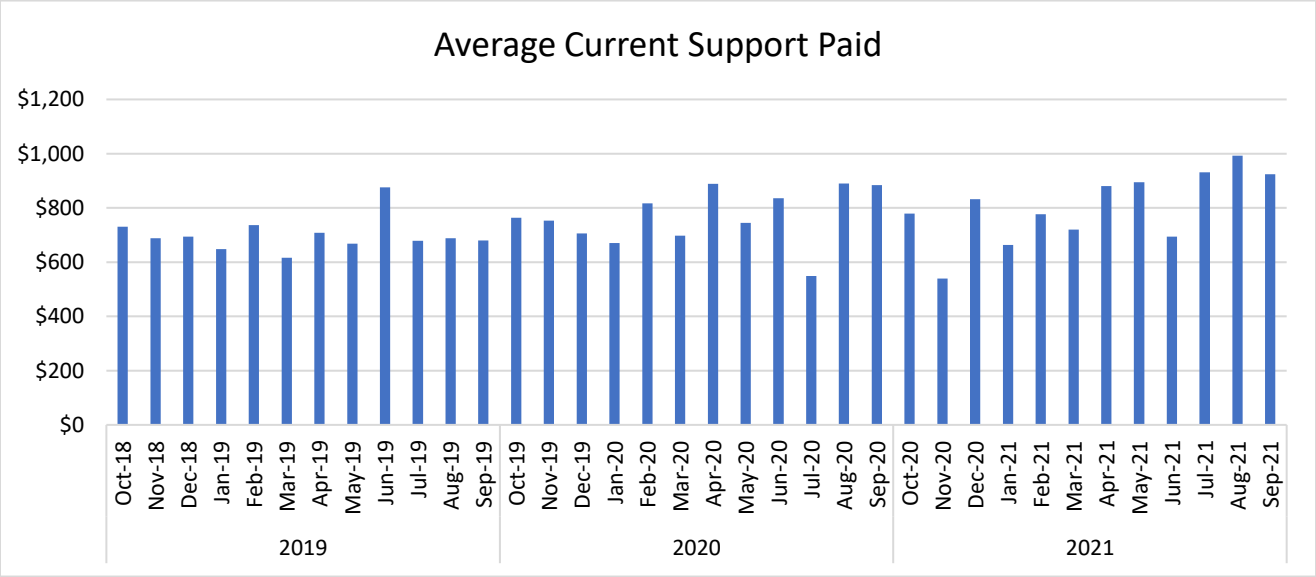


Figure 50. Measures of Central Tendency Describing Current Support Paid

Month	Average CS Paid	Median CS Paid	Minimum CS Paid	Maximum CS Paid	Total CS Paid
Oct-18	$730	$522	$31	$4,300	$75,237
Nov-18	$688	$521	$74	$2,262	$55,041
Dec-18	$694	$507	$57	$2,586	$53,450
Jan-19	$649	$580	$12	$2,041	$63,559
Feb-19	$736	$547	$10	$5,285	$62,567
Mar-19	$616	$500	$11	$2,125	$59,142
Apr-19	$708	$537	$12	$6,195	$74,361
May-19	$668	$477	$81	$4,000	$50,126
Jun-19	$876	$607	$87	$5,554	$70,058
Jul-19	$679	$466	$36	$5,411	$54,313
Aug-19	$688	$500	$1	$5,000	$72,972
Sep-19	$680	$500	$25	$7,479	$63,936
Oct-19	$764	$448	$27	$4,500	$64,955
Nov-19	$753	$639	$72	$3,275	$53,429
Dec-19	$706	$458	$2	$3,990	$51,553
Jan-20	$670	$493	$12	$5,495	$62,320
Feb-20	$816	$500	$5	$5,600	$57,967
Mar-20	$698	$450	$30	$4,000	$37,005
Apr-20	$889	$700	$45	$4,551	$37,319
May-20	$745	$532	$51	$3,500	$49,163
Jun-20	$836	$440	$28	$6,831	$39,269
Jul-20	$549	$400	$6	$5,000	$40,636
Aug-20	$890	$606	$65	$4,457	$58,771
Sep-20	$884	$508	$20	$11,600	$72,449
Oct-20	$780	$585	$14	$3,166	$51,452
Nov-20	$539	$353	$55	$2,065	$32,367
Dec-20	$832	$500	$15	$4,043	$55,761
Jan-21	$664	$500	$3	$3,260	$45,802
Feb-21	$777	$525	$7	$3,887	$48,933
Mar-21	$720	$462	$84	$4,700	$57,584
Apr-21	$880	$517	$10	$4,625	$46,655
May-21	$894	$600	$200	$3,753	$36,662
Jun-21	$694	$528	$161	$2,677	$31,921
Jul-21	$931	$530	$23	$4,004	$18,624
Aug-21	$992	$626	$60	$4,160	$21,828
Sep-21	$925	$700	$300	$1,790	$6,472

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.

Figure 51. Monthly Trend in Average Arrears Due

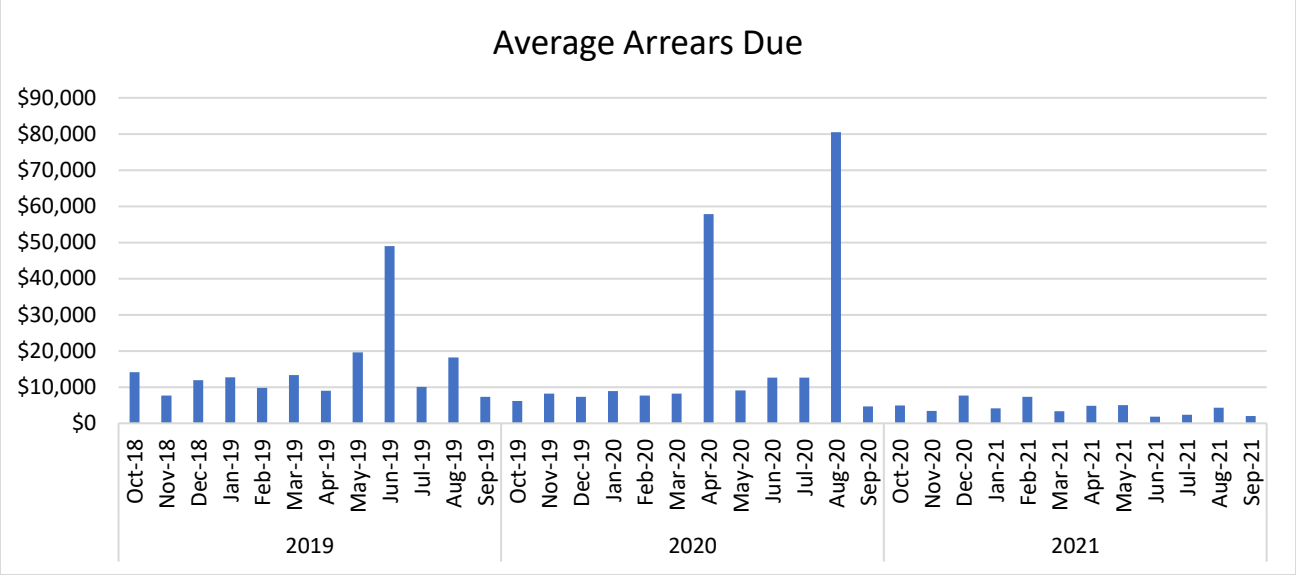


Figure 52. Measures of Central Tendency Describing Arrears Due

Month	Average Arrears Due	Median Arrears Due	Minimum Arrears Due	Maximum Arrears Due	Total Arrears Due
Oct-18	$14,114	$2,986	$0.10	$249,935	$1,143,259
Nov-18	$7,637	$3,828	$0.02	$72,096	$496,411
Dec-18	$11,879	$2,515	$0.42	$254,062	$629,568
Jan-19	$12,698	$2,980	$3.28	$176,470	$914,238
Feb-19	$9,809	$4,720	$0.22	$118,684	$627,796
Mar-19	$13,350	$4,070	$47.04	$383,536	$947,865
Apr-19	$9,009	$2,444	$0.06	$144,028	$810,824
May-19	$19,577	$3,407	$18.30	$760,608	$1,331,204
Jun-19	$49,008	$4,011	$35.58	$2,038,822	$2,842,442
Jul-19	$10,072	$3,870	$7.02	$173,965	$634,524
Aug-19	$18,224	$1,969	$0.71	$743,093	$1,731,287
Sep-19	$7,335	$2,755	$12.58	$173,891	$616,150
Oct-19	$6,133	$2,725	$0.04	$66,580	$478,413
Nov-19	$8,232	$3,649	$23.95	$94,976	$543,284
Dec-19	$7,335	$3,049	$0.10	$79,097	$432,784
Jan-20	$8,935	$3,345	$0.05	$166,893	$652,225
Feb-20	$7,677	$3,085	$1.03	$84,712	$491,313
Mar-20	$8,229	$4,558	$7.49	$116,963	$526,658
Apr-20	$57,864	$3,677	$8.53	$2,104,681	$2,661,725
May-20	$9,066	$3,382	$8.47	$80,652	$525,820
Jun-20	$12,611	$2,728	$2.34	$232,790	$630,527
Jul-20	$12,658	$3,500	$127.10	$265,632	$670,862
Aug-20	$80,496	$3,390	$7.41	$3,669,687	$4,185,766

Sep-20	$4,702	$1,685	$27.75	$82,972	$399,681
Oct-20	$4,928	$2,306	$101.67	$111,215	$335,135
Nov-20	$3,390	$1,587	$20.92	$20,917	$166,122
Dec-20	$7,637	$1,560	$0.14	$271,367	$534,570
Jan-21	$4,099	$1,536	$2.00	$58,530	$262,361
Feb-21	$7,328	$1,269	$54.52	$81,851	$454,340
Mar-21	$3,293	$1,212	$31.20	$37,878	$253,550
Apr-21	$4,841	$1,242	$1.31	$97,177	$300,149
May-21	$4,976	$1,494	$0.52	$69,649	$223,937
Jun-21	$1,795	$973	$42.32	$8,812	$78,993
Jul-21	$2,384	$932	$15.41	$10,508	$50,071
Aug-21	$4,313	$1,083	$5.10	$53,897	$94,880
Sep-21	$2,028	$1,144	$211.73	$4,728	$6,083

*The average arrears due amounts for June 2019, Aril 2020, and August 2020 are atypical, due to abnormally large monthly due amounts for single cases. These are the exact values reported on the CS-1257 report.

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.

Figure 53. Monthly Trend in Average Arrears Paid

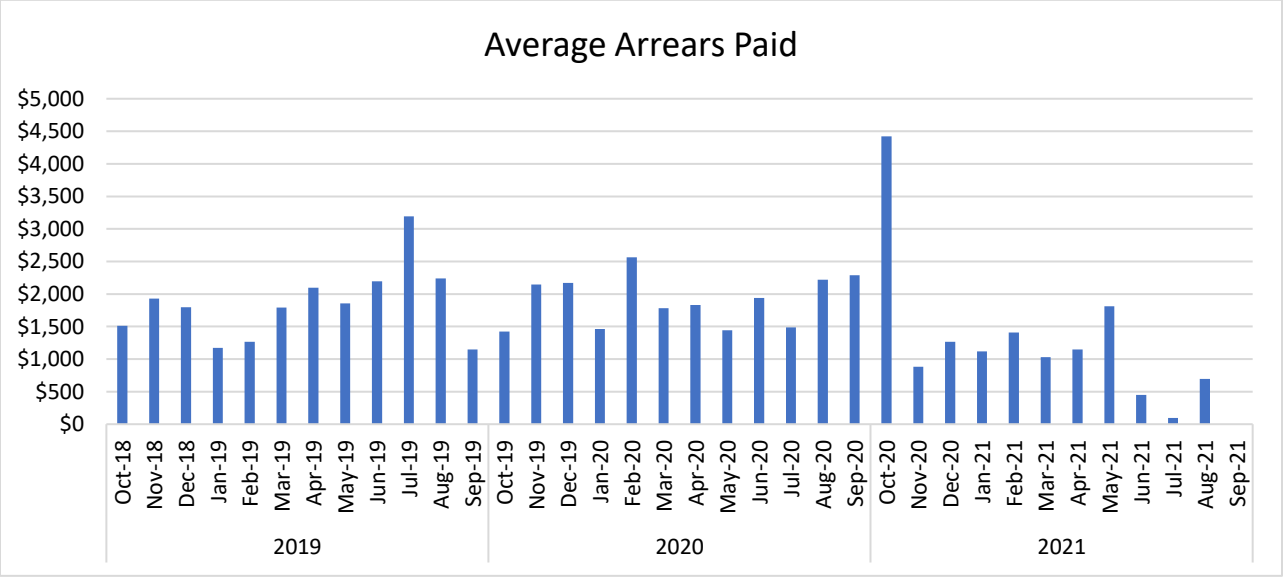


Figure 54. Measures of Central Tendency Describing Arrears Paid

Month	Average Arrears Paid	Median Arrears Paid	Minimum Arrears Paid	Maximum Arrears Paid	Total Arrears Paid
Oct-18	$1,511	$613	$0.87	$14,497	$135,950
Nov-18	$1,932	$969	$10.68	$23,926	$133,297
Dec-18	$1,798	$1,002	$2.00	$14,528	$104,263
Jan-19	$1,171	$766	$0.32	$11,714	$104,224
Feb-19	$1,267	$501	-$237.00	$8,866	$96,313
Mar-19	$1,791	$554	$9.36	$53,231	$152,259
Apr-19	$2,098	$831	$2.88	$75,444	$188,852
May-19	$1,855	$570	$0.15	$30,700	$118,693
Jun-19	$2,194	$750	$53.50	$48,680	$144,837
Jul-19	$3,195	$712	$3.09	$96,403	$230,056
Aug-19	$2,239	$816	$16.28	$87,612	$230,582
Sep-19	$1,147	$576	$0.34	$20,173	$95,221
Oct-19	$1,424	$946	$3.84	$12,160	$115,351
Nov-19	$2,144	$768	$0.99	$39,210	$137,246
Dec-19	$2,172	$1,229	$28.45	$16,926	$162,890
Jan-20	$1,461	$977	$28.00	$12,295	$125,610
Feb-20	$2,563	$823	$20.24	$58,540	$187,103
Mar-20	$1,782	$814	$39.38	$22,263	$110,489
Apr-20	$1,834	$1,024	$0.07	$18,720	$89,844
May-20	$1,443	$917	$22.70	$5,476	$82,238
Jun-20	$1,939	$859	$72.31	$24,387	$98,875
Jul-20	$1,487	$969	$1.85	$11,937	$107,044
Aug-20	$2,219	$815	$8.00	$41,246	$148,654
Sep-20	$2,288	$920	$56.37	$71,858	$183,004
Oct-20	$4,423	$600	$4.00	$231,004	$296,358
Nov-20	$883	$569	$5.00	$6,185	$45,033
Dec-20	$1,263	$631	$0.07	$8,402	$82,125
Jan-21	$1,119	$783	$6.00	$10,121	$60,422
Feb-21	$1,409	$559	$1.00	$19,274	$62,008
Mar-21	$1,029	$343	$10.40	$12,707	$61,736
Apr-21	$1,147	$427	$28.00	$10,461	$42,432
May-21	$1,810	$603	$53.84	$21,393	$41,629
Jun-21	$452	$494	$1.00	$1,018	$10,854
Jul-21	$94	$88	$18.57	$154	$564
Aug-21	$694	$548	$8.65	$1,987	$6,249
Sep-21	…	…	…	…	…

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

Figure 55. Monthly Trend in Average CP Income

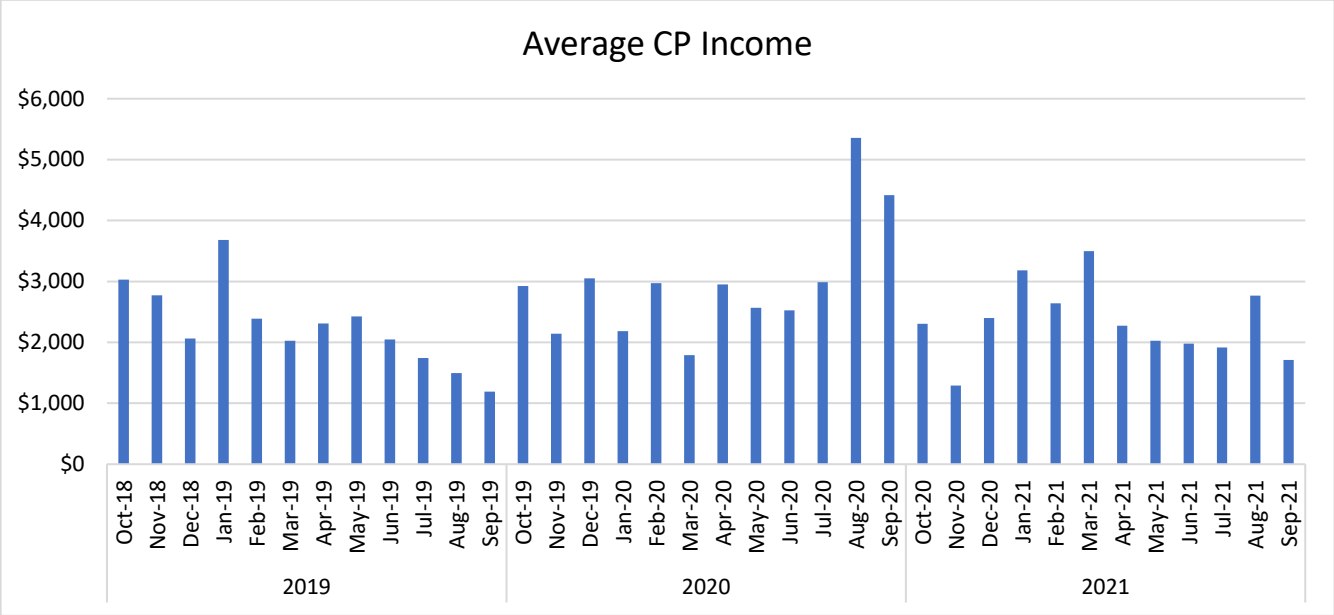


Figure 56. Measures of Central Tendency Describing CP Income

Month	Average CP Income	Median CP Income	Minimum CP Income	Maximum CP Income
Oct-18	$3,030	$1,802	$24	$39,977
Nov-18	$2,775	$1,889	$25	$19,970
Dec-18	$2,062	$816	$9	$12,063
Jan-19	$3,680	$1,918	$58	$30,447
Feb-19	$2,388	$1,193	$25	$15,600
Mar-19	$2,027	$1,673	$62	$8,904
Apr-19	$2,309	$1,454	$130	$11,162
May-19	$2,428	$1,600	$2	$11,250
Jun-19	$2,046	$1,161	$32	$10,799
Jul-19	$1,742	$1,127	$44	$16,393
Aug-19	$1,498	$827	$57	$8,076
Sep-19	$1,193	$918	$121	$4,559
Oct-19	$2,926	$1,353	$116	$14,500
Nov-19	$2,141	$1,102	$45	$7,975
Dec-19	$3,050	$1,176	$73	$26,033
Jan-20	$2,183	$966	$43	$16,115

Feb-20	$2,973	$2,563	$557	$8,476
Mar-20	$1,792	$1,004	$437	$5,549
Apr-20	$2,950	$1,525	$224	$8,478
May-20	$2,565	$2,586	$1,376	$3,504
Jun-20	$2,523	$1,648	$113	$8,833
Jul-20	$2,989	$2,057	$30	$14,774
Aug-20	$5,358	$2,659	$1,294	$12,123
Sep-20	$4,415	$1,127	$8	$37,432
Oct-20	$2,303	$1,664	$463	$6,441
Nov-20	$1,289	$1,331	$426	$2,065
Dec-20	$2,399	$2,175	$267	$4,819
Jan-21	$3,184	$2,390	$143	$9,127
Feb-21	$2,639	$1,904	$57	$6,913
Mar-21	$3,500	$1,408	$275	$16,252
Apr-21	$2,272	$958	$567	$7,967
May-21	$2,027	$1,340	$69	$6,589
Jun-21	$1,978	$2,032	$126	$3,854
Jul-21	$1,915	$791	$83	$11,285
Aug-21	$2,766	$3,145	$523	$5,930
Sep-21	$1,713	$1,300	$47	$4,385

There does not seem to be a difference in CP income for new cases before, during, or after the intervention period. Months with higher average incomes are due to single, high-earning cases.

Figure 57. Monthly Trend in Average NCP Income

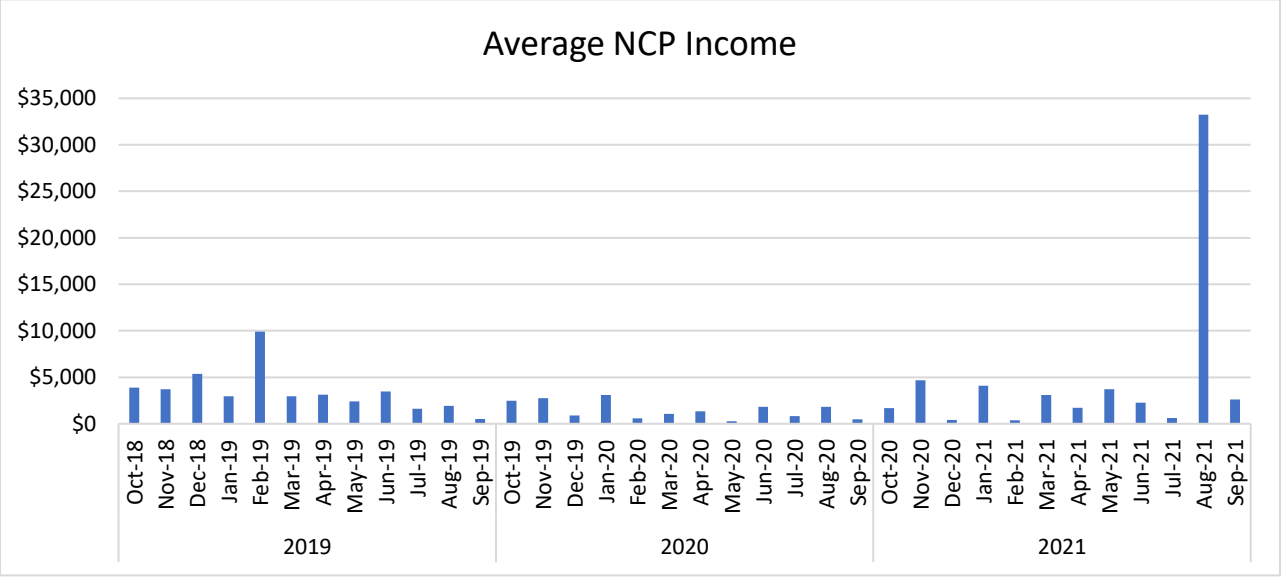


Figure 58. Measures of Central Tendency Describing NCP Income

Month	Average NCP Income	Median NCP Income	Minimum NCP Income	Maximum NCP Income
Oct-18	$3,900	$2,887	$17	$35,092
Nov-18	$3,713	$1,804	$10	$25,737
Dec-18	$5,372	$2,914	$1	$79,734
Jan-19	$2,957	$2,275	$6	$11,143
Feb-19	$9,916	$2,177	$2	$150,501
Mar-19	$2,960	$1,879	$3	$16,571
Apr-19	$3,138	$1,195	$2	$26,422
May-19	$2,419	$1,292	$86	$9,933
Jun-19	$3,462	$776	$6	$21,438
Jul-19	$1,612	$826	$71	$6,627
Aug-19	$1,911	$1,306	$34	$11,613
Sep-19	$522	$400	$14	$1,276
Oct-19	$2,458	$679	$272	$11,544
Nov-19	$2,750	$1,064	$74	$16,854
Dec-19	$886	$925	$113	$2,080
Jan-20	$3,081	$4,003	$87	$4,234
Feb-20	$587	$280	$19	$1,280
Mar-20	$1,075	$544	$54	$3,158
Apr-20	$1,345	$1,345	$1,081	$1,610
May-20	$272	$214	$122	$537
Jun-20	$1,836	$1,132	$122	$4,497
Jul-20	$826	$891	$5	$1,518
Aug-20	$1,816	$1,442	$184	$3,788
Sep-20	$480	$480	$480	$480
Oct-20	$1,673	$1,644	$240	$3,136
Nov-20	$4,676	$4,676	$2,920	$6,432
Dec-20	$412	$544	$123	$570
Jan-21	$4,106	$4,106	$1,281	$6,931
Feb-21	$371	$371	$368	$373
Mar-21	$3,084	$731	$4	$14,576
Apr-21	$1,728	$844	$56	$7,625
May-21	$3,727	$2,126	$34	$10,776
Jun-21	$2,262	$160	$11	$6,613
Jul-21	$603	$603	$7	$1,198
Aug-21	$33,256	$137	$83	$99,547
Sep-21	$2,599	$3,131	$997	$3,668

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.

Figure 59. Monthly Trend in Average CP Age

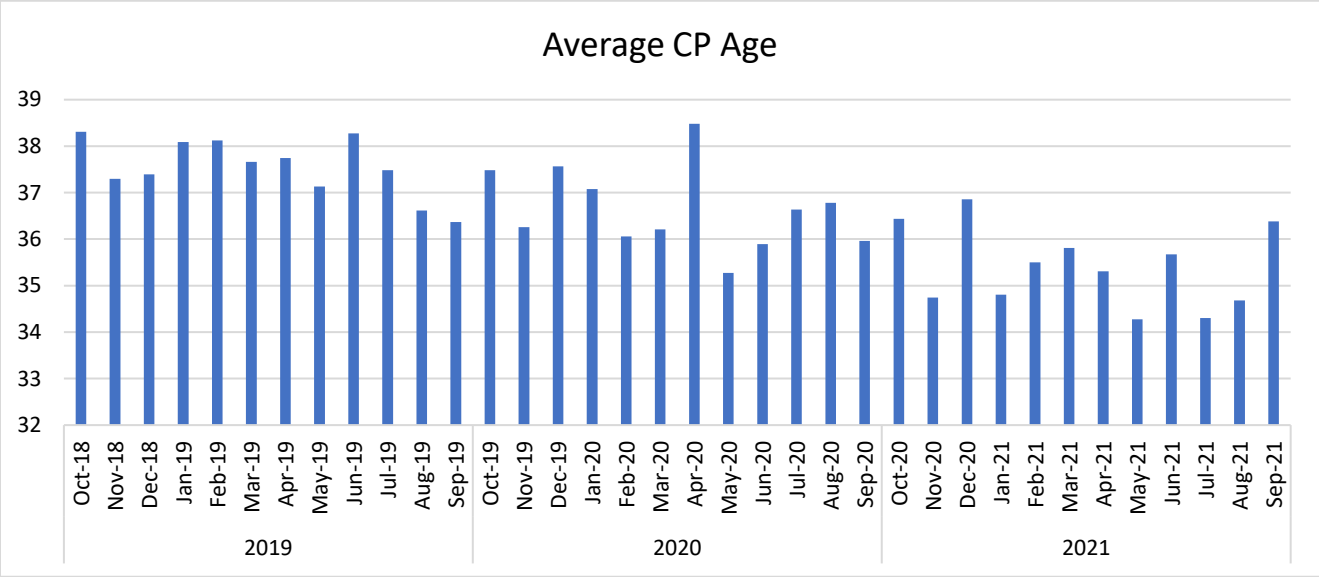


Figure 60. Measures of Central Tendency Describing CP Age

Month	Average CP Age	Median CP Age	Minimum CP Age	Maximum CP Age
Oct-18	38	38	18	74
Nov-18	37	37	21	71
Dec-18	37	38	19	57
Jan-19	38	37	19	73
Feb-19	38	38	20	68
Mar-19	38	37	20	74
Apr-19	38	37	19	67
May-19	37	37	21	74
Jun-19	38	38	18	76
Jul-19	37	37	21	75
Aug-19	37	37	17	74
Sep-19	36	35	20	67
Oct-19	37	36	20	72
Nov-19	36	36	19	61
Dec-19	38	37	19	70
Jan-20	37	37	19	74
Feb-20	36	36	20	62
Mar-20	36	34	19	71
Apr-20	38	40	21	59

May-20	35	34	17	56
Jun-20	36	35	21	60
Jul-20	37	36	19	76
Aug-20	37	37	18	58
Sep-20	36	35	19	68
Oct-20	36	36	20	60
Nov-20	35	33	19	65
Dec-20	37	36	19	81
Jan-21	35	34	20	61
Feb-21	36	35	17	62
Mar-21	36	35	18	60
Apr-21	35	33	17	71
May-21	34	34	17	62
Jun-21	36	34	18	63
Jul-21	34	34	15	58
Aug-21	35	34	17	62
Sep-21	36	37	17	63

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

Figure 61. Monthly Trend in Average NCP Age

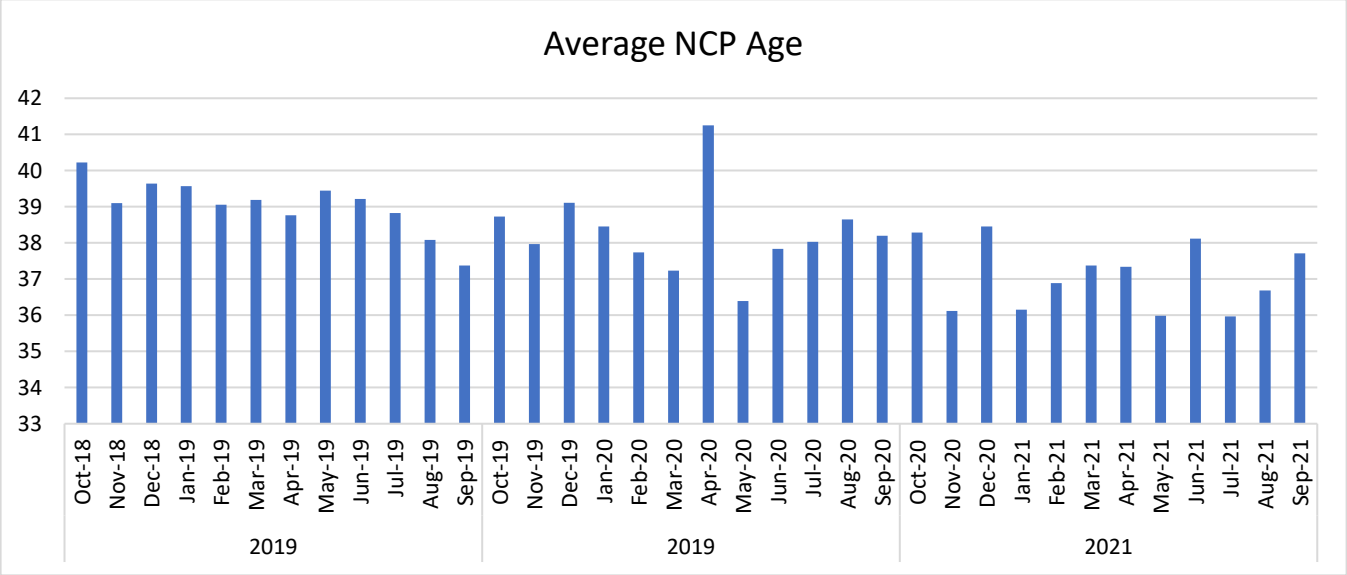


Figure 62. Measures of Central Tendency Describing NCP Age

Month	Average NCP Age	Median NCP Age	Minimum NCP Age	Maximum NCP Age
Oct-18	40	41	17	76
Nov-18	39	38	20	67
Dec-18	40	39	18	72
Jan-19	40	39	22	72
Feb-19	39	38	19	78
Mar-19	39	39	21	69
Apr-19	39	38	19	73
May-19	39	39	20	67
Jun-19	39	39	18	79
Jul-19	39	39	20	75
Aug-19	38	38	20	64
Sep-19	37	37	18	67
Oct-19	39	38	21	76
Nov-19	38	37	19	61
Dec-19	39	38	18	63
Jan-20	38	40	20	64
Feb-20	38	37	20	63
Mar-20	37	36	21	67
Apr-20	41	41	21	70
May-20	36	35	20	60
Jun-20	38	37	21	65
Jul-20	38	36	21	81
Aug-20	39	38	20	64
Sep-20	38	37	19	68
Oct-20	38	37	20	63
Nov-20	36	35	20	62
Dec-20	38	38	19	80
Jan-21	36	35	20	59
Feb-21	37	36	19	64
Mar-21	37	38	18	62
Apr-21	37	36	20	71
May-21	36	35	19	80
Jun-21	38	37	20	73
Jul-21	36	35	15	61
Aug-21	37	37	18	63
Sep-21	38	38	20	58

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

Figure 63. Monthly Trend in the Distribution of CP Gender

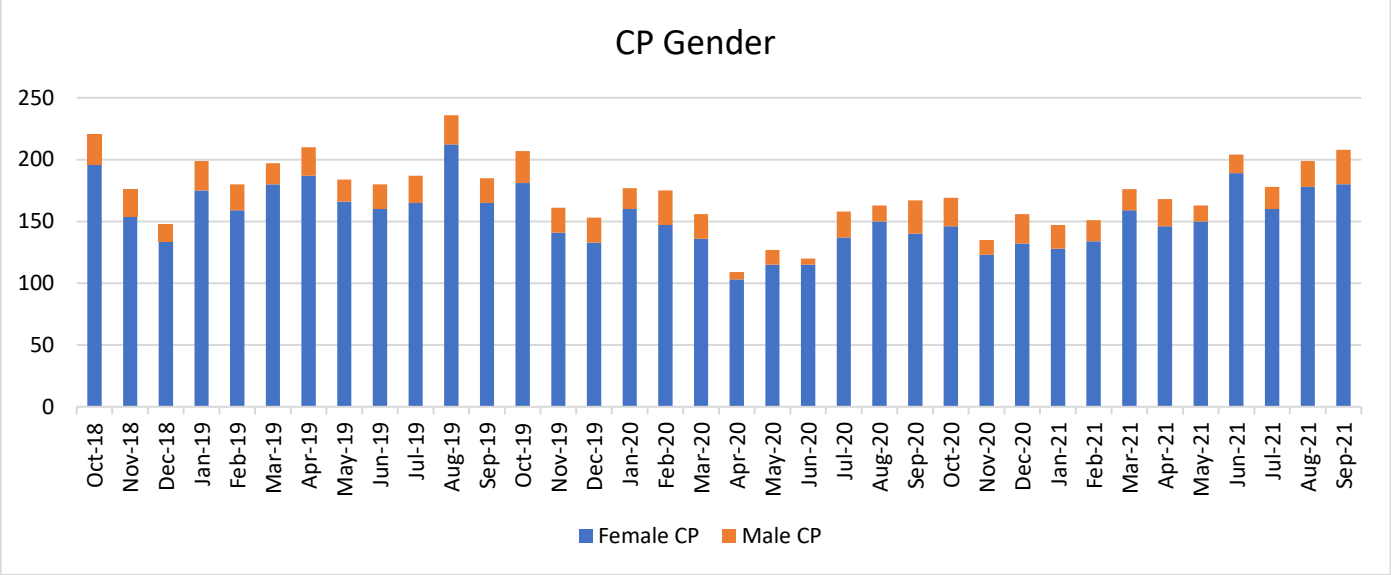


Figure 64. Monthly Volumes in the Distribution of CP Gender

Month	Female CP	Male CP	Percent Female CP	Percent Male CP
Oct-18	196	25	85%	11%
Nov-18	154	22	86%	12%
Dec-18	134	14	88%	9%
Jan-19	175	24	86%	12%
Feb-19	159	21	86%	11%
Mar-19	180	17	89%	8%
Apr-19	187	23	87%	11%
May-19	166	18	90%	10%
Jun-19	160	20	87%	11%
Jul-19	165	22	86%	11%
Aug-19	212	24	89%	10%
Sep-19	165	20	86%	10%
Oct-19	181	26	85%	12%
Nov-19	141	20	83%	12%
Dec-19	133	20	84%	13%
Jan-20	160	17	86%	9%
Feb-20	147	28	83%	16%
Mar-20	136	20	84%	12%
Apr-20	103	6	90%	5%
May-20	115	12	87%	9%
Jun-20	115	5	93%	4%
Jul-20	137	21	84%	13%

Aug-20	150	13	88%	8%
Sep-20	140	27	82%	16%
Oct-20	146	23	85%	13%
Nov-20	123	12	86%	8%
Dec-20	132	24	80%	15%
Jan-21	128	19	84%	12%
Feb-21	134	17	83%	11%
Mar-21	159	17	86%	9%
Apr-21	146	22	84%	13%
May-21	150	13	89%	8%
Jun-21	189	15	91%	7%
Jul-21	160	18	87%	10%
Aug-21	178	21	88%	10%
Sep-21	180	28	83%	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.

Figure 65. Monthly Trend in the Distribution of NCP Gender

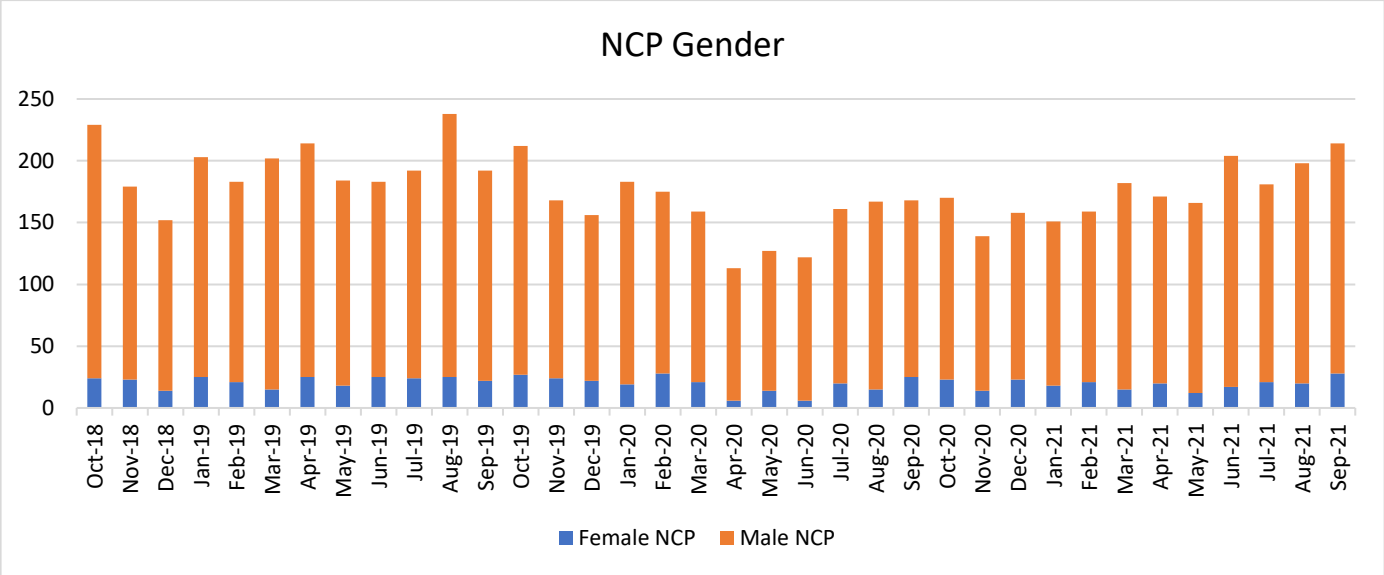


Figure 66. Monthly Volumes in the Distribution of NCP Gender

Month	Female NCP	Male NCP	Percent Female NCP	Percent Male NCP
Oct-18	24	205	10%	89%
Nov-18	23	156	13%	87%
Dec-18	14	138	9%	90%
Jan-19	25	178	12%	87%
Feb-19	21	162	11%	88%
Mar-19	15	187	7%	93%
Apr-19	25	189	12%	88%
May-19	18	166	10%	90%
Jun-19	25	158	14%	86%
Jul-19	24	168	13%	88%
Aug-19	25	213	10%	89%
Sep-19	22	170	11%	89%
Oct-19	27	185	13%	87%
Nov-19	24	144	14%	85%
Dec-19	22	134	14%	85%
Jan-20	19	164	10%	88%
Feb-20	28	147	16%	83%
Mar-20	21	138	13%	86%
Apr-20	6	107	5%	94%
May-20	14	113	11%	86%
Jun-20	6	116	5%	94%
Jul-20	20	141	12%	87%
Aug-20	15	152	9%	89%
Sep-20	25	143	15%	84%
Oct-20	23	147	13%	85%
Nov-20	14	125	10%	87%
Dec-20	23	135	14%	82%
Jan-21	18	133	12%	87%
Feb-21	21	138	13%	86%
Mar-21	15	167	8%	90%
Apr-21	20	151	12%	87%
May-21	12	154	7%	91%
Jun-21	17	187	8%	90%
Jul-21	21	160	11%	87%
Aug-21	20	178	10%	88%
Sep-21	28	186	13%	86%

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

Figure 67. Monthly Trend in CP Language

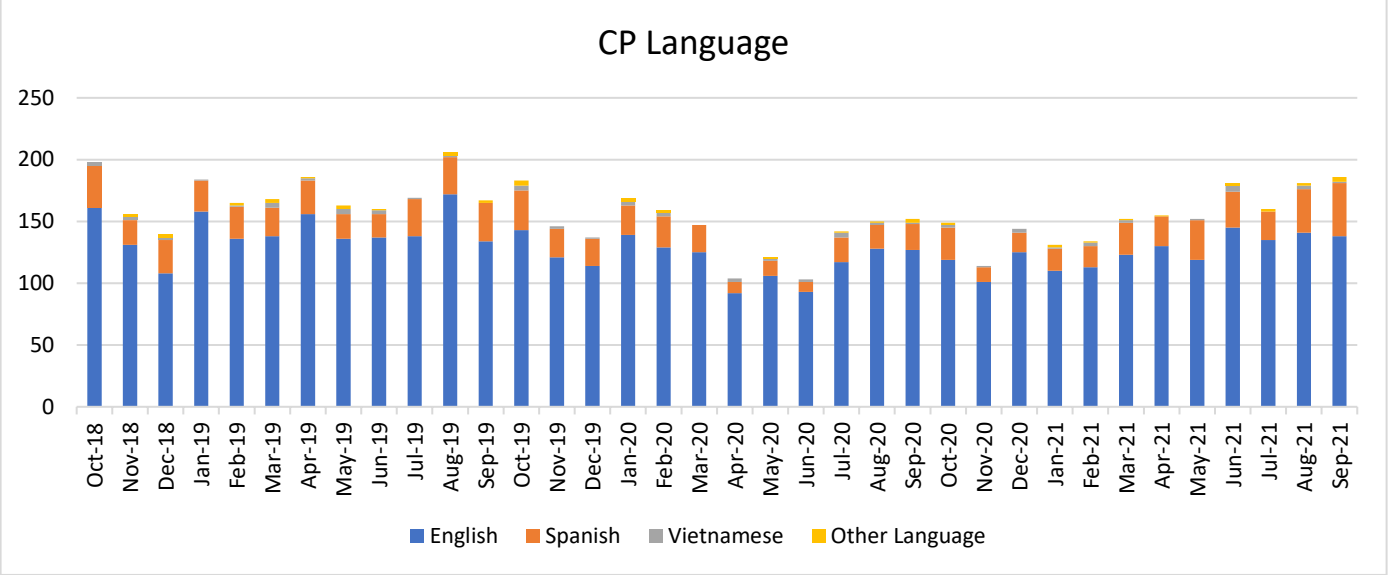


Figure 68. Monthly Volumes in the Distribution of CP Language

Month	English	Percent English	Spanish	Percent Spanish	Vietnamese	Percent Vietnamese	Other Language	Percent Other
Oct-18	161	70%	34	15%	3	1%	0	0%
Nov-18	131	73%	20	11%	3	2%	2	1%
Dec-18	108	71%	27	18%	2	1%	3	2%
Jan-19	158	77%	25	12%	1	0%	0	0%
Feb-19	136	74%	26	14%	1	1%	2	1%
Mar-19	138	68%	23	11%	4	2%	3	1%
Apr-19	156	73%	27	13%	2	1%	1	0%
May-19	136	74%	20	11%	4	2%	3	2%
Jun-19	137	75%	19	10%	3	2%	1	1%
Jul-19	138	72%	30	16%	1	1%	0	0%
Aug-19	172	72%	30	13%	1	0%	3	1%
Sep-19	134	70%	31	16%	0	0%	2	1%
Oct-19	143	67%	32	15%	4	2%	4	2%
Nov-19	121	71%	23	14%	2	1%	0	0%
Dec-19	114	72%	22	14%	1	1%	0	0%
Jan-20	139	74%	24	13%	3	2%	3	2%
Feb-20	129	72%	25	14%	3	2%	2	1%
Mar-20	125	78%	22	14%	0	0%	0	0%
Apr-20	92	81%	9	8%	3	3%	0	0%
May-20	106	80%	12	9%	2	2%	1	1%
Jun-20	93	76%	8	7%	2	2%	0	0%
Jul-20	117	72%	20	12%	4	2%	1	1%
Aug-20	128	75%	19	11%	2	1%	1	1%

Sep-20	127	75%	21	12%	1	1%	3	2%
Oct-20	119	69%	26	15%	2	1%	2	1%
Nov-20	101	71%	12	8%	1	1%	0	0%
Dec-20	125	76%	16	10%	3	2%	0	0%
Jan-21	110	72%	18	12%	1	1%	2	1%
Feb-21	113	70%	17	11%	3	2%	1	1%
Mar-21	123	66%	26	14%	2	1%	1	1%
Apr-21	130	75%	24	14%	0	0%	1	1%
May-21	119	70%	32	19%	1	1%	0	0%
Jun-21	145	70%	29	14%	5	2%	2	1%
Jul-21	135	73%	23	13%	0	0%	2	1%
Aug-21	141	70%	35	17%	3	1%	2	1%
Sep-21	138	64%	43	20%	1	0%	4	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.

Figure 69. Monthly Trend in the Distribution of NCP Language

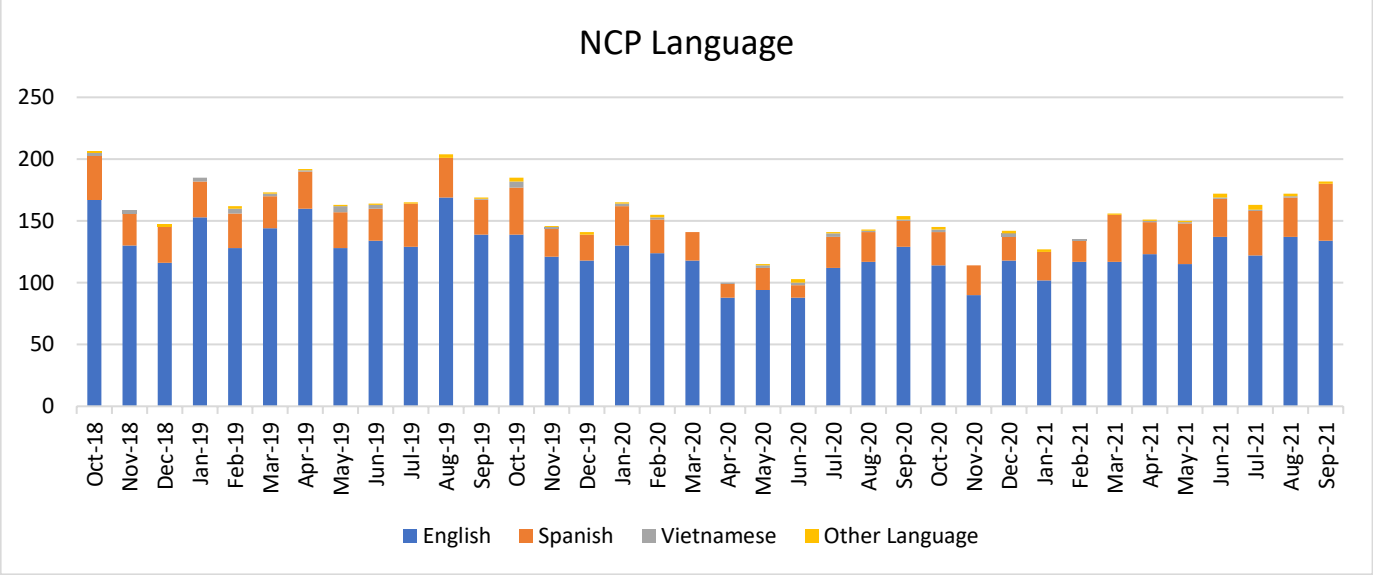


Figure 70. Monthly Volumes in the Distribution of NCP Language

Month	English	Percent English	Spanish	Percent Spanish	Vietnamese	Percent Vietnamese	Other Language	Percent Other
Oct-18	167	73%	36	16%	2	1%	1	0%
Nov-18	130	72%	26	14%	3	2%	0	0%
Dec-18	116	76%	29	19%	0	0%	2	1%
Jan-19	153	75%	29	14%	3	1%	0	0%
Feb-19	128	69%	28	15%	4	2%	2	1%
Mar-19	144	71%	26	13%	2	1%	1	0%
Apr-19	160	75%	30	14%	1	0%	1	0%
May-19	128	69%	29	16%	5	3%	1	1%
Jun-19	134	73%	26	14%	3	2%	1	1%
Jul-19	129	67%	35	18%	0	0%	1	1%
Aug-19	169	71%	32	13%	0	0%	3	1%
Sep-19	139	72%	28	15%	1	1%	1	1%
Oct-19	139	66%	38	18%	5	2%	3	1%
Nov-19	121	71%	23	14%	1	1%	1	1%
Dec-19	118	75%	21	13%	0	0%	2	1%
Jan-20	130	70%	32	17%	2	1%	1	1%
Feb-20	124	70%	27	15%	2	1%	2	1%
Mar-20	118	73%	23	14%	0	0%	0	0%
Apr-20	88	77%	11	10%	1	1%	0	0%
May-20	94	71%	18	14%	2	2%	1	1%
Jun-20	88	72%	10	8%	2	2%	3	2%
Jul-20	112	69%	25	15%	3	2%	1	1%
Aug-20	117	69%	24	14%	1	1%	1	1%
Sep-20	129	76%	21	12%	1	1%	3	2%
Oct-20	114	66%	27	16%	2	1%	2	1%
Nov-20	90	63%	24	17%	0	0%	0	0%
Dec-20	118	72%	19	12%	3	2%	2	1%
Jan-21	102	67%	23	15%	0	0%	2	1%
Feb-21	117	73%	17	11%	1	1%	0	0%
Mar-21	117	63%	38	21%	0	0%	1	1%
Apr-21	123	71%	26	15%	1	1%	1	1%
May-21	115	68%	33	20%	1	1%	1	1%
Jun-21	137	66%	31	15%	1	0%	3	1%
Jul-21	122	66%	36	20%	1	1%	4	2%
Aug-21	137	68%	32	16%	1	0%	2	1%
Sep-21	134	62%	46	21%	0	0%	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.

Figure 71. Monthly Trend in CP Race/Ethnicity

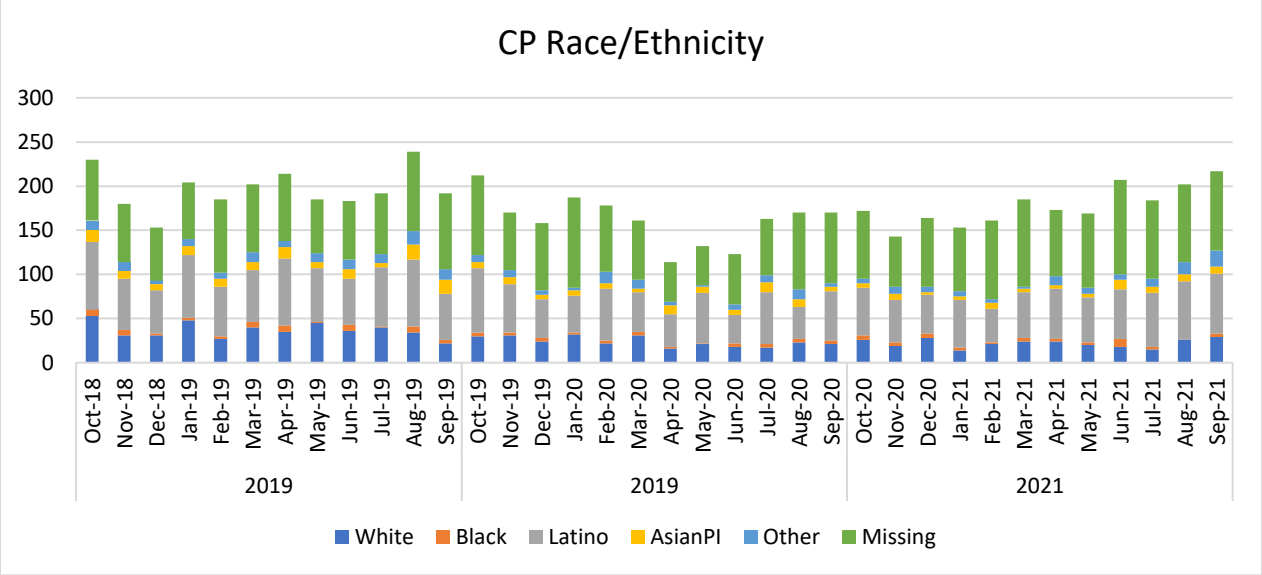


Figure 72. Monthly Volumes in the Distribution of CP Race/Ethnicity

Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	53	7	77	14	10	69
Nov-18	31	6	58	9	10	66
Dec-18	31	2	49	7	4	60
Jan-19	48	3	71	10	8	64
Feb-19	27	3	56	9	7	83
Mar-19	40	6	59	9	11	77
Apr-19	35	7	76	13	7	76
May-19	45	1	61	7	10	61
Jun-19	36	7	52	11	11	66
Jul-19	40	1	67	5	10	69
Aug-19	34	7	76	17	15	90
Sep-19	22	4	52	16	12	86
Oct-19	30	4	73	7	8	90
Nov-19	31	3	55	8	8	65
Dec-19	24	4	44	5	5	76
Jan-20	32	2	42	6	3	102
Feb-20	22	3	59	6	13	75
Mar-20	31	4	45	4	10	67
Apr-20	16	2	37	10	4	45
May-20	21	1	57	7	2	44
Jun-20	18	4	32	6	6	57
Jul-20	17	4	59	11	8	64
Aug-20	23	4	36	9	11	87

Sep-20	21	4	56	5	4	80
Oct-20	26	5	54	5	5	77
Nov-20	19	4	48	7	8	57
Dec-20	28	5	44	3	6	78
Jan-21	14	3	54	4	6	72
Feb-21	21	2	38	7	4	89
Mar-21	24	4	52	4	2	99
Apr-21	24	3	57	4	10	75
May-21	20	3	51	4	7	84
Jun-21	18	9	56	11	6	107
Jul-21	15	3	61	7	9	89
Aug-21	26		66	8	14	88
Sep-21	29	4	68	8	18	90

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.

Figure 73. Monthly Trend in NCP Race/Ethnicity

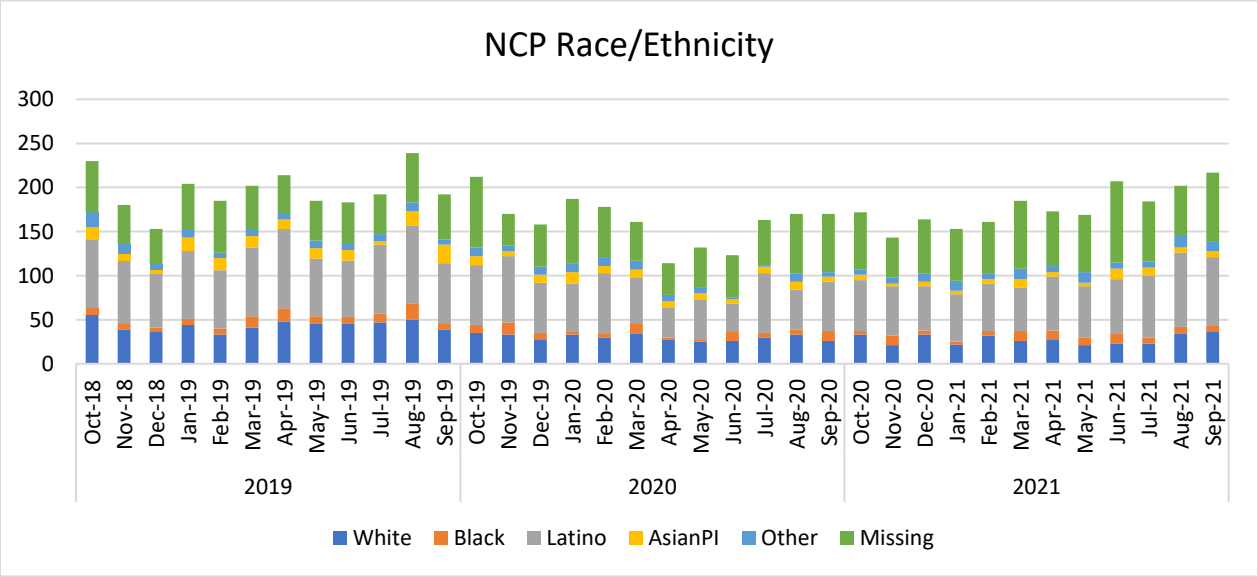


Figure 74. Monthly Volumes in the Distribution of NCP Race/Ethnicity

Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	56	7	78	14	17	58
Nov-18	39	6	72	8	11	44
Dec-18	36	5	61	5	6	40
Jan-19	44	7	77	15	10	51
Feb-19	33	7	66	14	6	59
Mar-19	41	13	78	13	8	49
Apr-19	48	15	90	11	7	43
May-19	46	8	65	12	9	45
Jun-19	46	7	64	12	8	46
Jul-19	47	10	78	4	8	45
Aug-19	50	18	89	16	10	56
Sep-19	39	6	69	21	6	51
Oct-19	35	9	68	10	10	80
Nov-19	33	14	75	6	6	36
Dec-19	27	8	57	9	9	48
Jan-20	33	3	55	13	10	73
Feb-20	30	4	69	8	10	57
Mar-20	34	11	53	9	10	44
Apr-20	27	3	34	7	7	36
May-20	25	2	46	7	6	46
Jun-20	26	10	32	5	2	48
Jul-20	30	5	68	7	2	51
Aug-20	33	6	45	9	9	68
Sep-20	26	11	56	6	5	66
Oct-20	33	4	58	6	6	65
Nov-20	21	11	56	3	7	45
Dec-20	33	5	50	5	9	62
Jan-21	22	3	54	4	11	59
Feb-21	32	5	54	5	7	58
Mar-21	26	11	49	10	12	77
Apr-21	27	11	61	5	7	62
May-21	21	9	58	4	12	65
Jun-21	23	11	62	12	7	92
Jul-21	23	7	70	9	7	68
Aug-21	34	8	84	6	14	56
Sep-21	36	7	78	7	11	78

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.

Figure 75. Monthly Trend in the Distribution of CP Race/Ethnicity

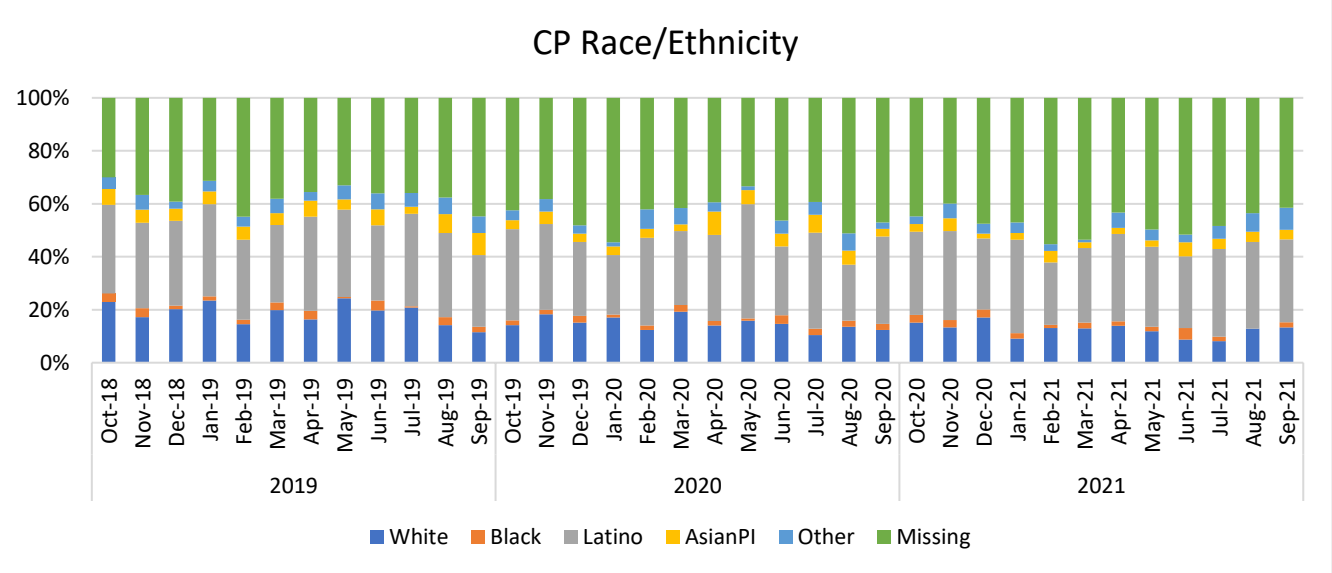


Figure 76. Monthly Volumes in the Distribution of CP Race/Ethnicity

Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	23%	3%	33%	6%	4%	30%
Nov-18	17%	3%	32%	5%	6%	37%
Dec-18	20%	1%	32%	5%	3%	39%
Jan-19	24%	1%	35%	5%	4%	31%
Feb-19	15%	2%	30%	5%	4%	45%
Mar-19	20%	3%	29%	4%	5%	38%
Apr-19	16%	3%	36%	6%	3%	36%
May-19	24%	1%	33%	4%	5%	33%
Jun-19	20%	4%	28%	6%	6%	36%
Jul-19	21%	1%	35%	3%	5%	36%
Aug-19	14%	3%	32%	7%	6%	38%
Sep-19	11%	2%	27%	8%	6%	45%
Oct-19	14%	2%	34%	3%	4%	42%
Nov-19	18%	2%	32%	5%	5%	38%
Dec-19	15%	3%	28%	3%	3%	48%
Jan-20	17%	1%	22%	3%	2%	55%
Feb-20	12%	2%	33%	3%	7%	42%
Mar-20	19%	2%	28%	2%	6%	42%
Apr-20	14%	2%	32%	9%	4%	39%
May-20	16%	1%	43%	5%	2%	33%
Jun-20	15%	3%	26%	5%	5%	46%
Jul-20	10%	2%	36%	7%	5%	39%
Aug-20	14%	2%	21%	5%	6%	51%

Sep-20	12%	2%	33%	3%	2%	47%
Oct-20	15%	3%	31%	3%	3%	45%
Nov-20	13%	3%	34%	5%	6%	40%
Dec-20	17%	3%	27%	2%	4%	48%
Jan-21	9%	2%	35%	3%	4%	47%
Feb-21	13%	1%	24%	4%	2%	55%
Mar-21	13%	2%	28%	2%	1%	54%
Apr-21	14%	2%	33%	2%	6%	43%
May-21	12%	2%	30%	2%	4%	50%
Jun-21	9%	4%	27%	5%	3%	52%
Jul-21	8%	2%	33%	4%	5%	48%
Aug-21	13%	0%	33%	4%	7%	44%
Sep-21	13%	2%	31%	4%	8%	41%

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.

Figure 77. Monthly Trend in the Distribution of NCP Race/Ethnicity

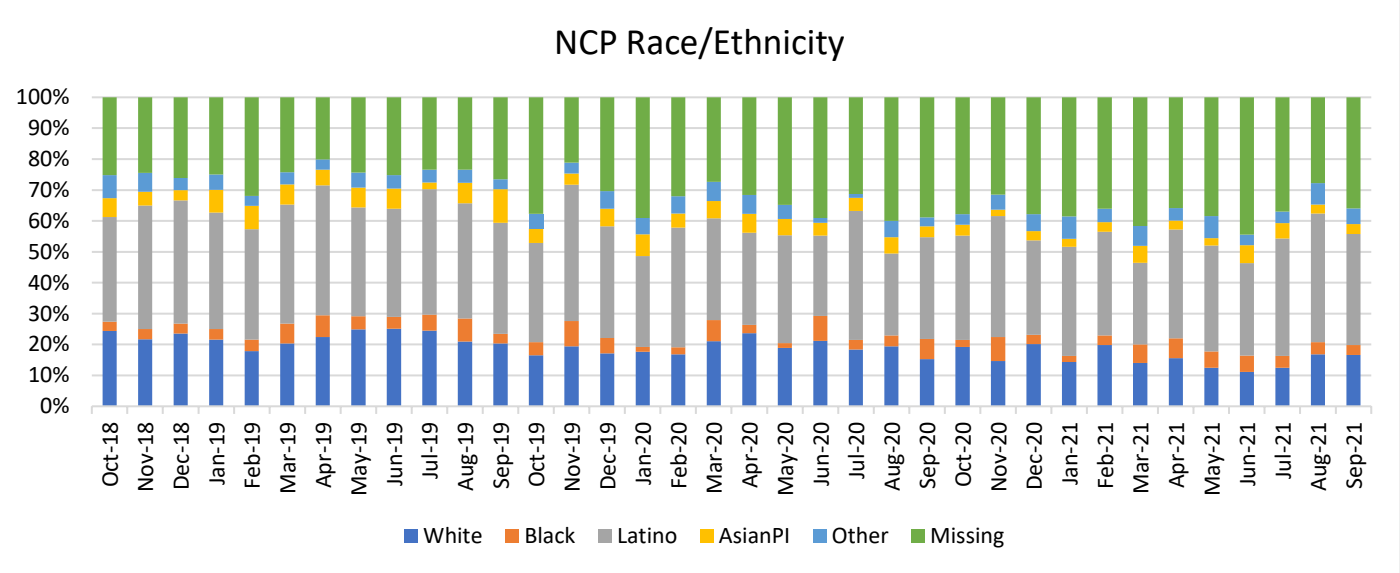


Figure 78. Monthly Volumes in the Distribution of NCP Race/Ethnicity

Month	White	Black	Latino	AsianPI	Other	Missing
Oct-18	24%	3%	34%	6%	7%	25%
Nov-18	22%	3%	40%	4%	6%	24%
Dec-18	24%	3%	40%	3%	4%	26%
Jan-19	22%	3%	38%	7%	5%	25%
Feb-19	18%	4%	36%	8%	3%	32%
Mar-19	20%	6%	39%	6%	4%	24%

Apr-19	22%	7%	42%	5%	3%	20%
May-19	25%	4%	35%	6%	5%	24%
Jun-19	25%	4%	35%	7%	4%	25%
Jul-19	24%	5%	41%	2%	4%	23%
Aug-19	21%	8%	37%	7%	4%	23%
Sep-19	20%	3%	36%	11%	3%	27%
Oct-19	17%	4%	32%	5%	5%	38%
Nov-19	19%	8%	44%	4%	4%	21%
Dec-19	17%	5%	36%	6%	6%	30%
Jan-20	18%	2%	29%	7%	5%	39%
Feb-20	17%	2%	39%	4%	6%	32%
Mar-20	21%	7%	33%	6%	6%	27%
Apr-20	24%	3%	30%	6%	6%	32%
May-20	19%	2%	35%	5%	5%	35%
Jun-20	21%	8%	26%	4%	2%	39%
Jul-20	18%	3%	42%	4%	1%	31%
Aug-20	19%	4%	26%	5%	5%	40%
Sep-20	15%	6%	33%	4%	3%	39%
Oct-20	19%	2%	34%	3%	3%	38%
Nov-20	15%	8%	39%	2%	5%	31%
Dec-20	20%	3%	30%	3%	5%	38%
Jan-21	14%	2%	35%	3%	7%	39%
Feb-21	20%	3%	34%	3%	4%	36%
Mar-21	14%	6%	26%	5%	6%	42%
Apr-21	16%	6%	35%	3%	4%	36%
May-21	12%	5%	34%	2%	7%	38%
Jun-21	11%	5%	30%	6%	3%	44%
Jul-21	13%	4%	38%	5%	4%	37%
Aug-21	17%	4%	42%	3%	7%	28%
Sep-21	17%	3%	36%	3%	5%	36%

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.

Figure 79. Monthly Trend in the Average Address Count, CP

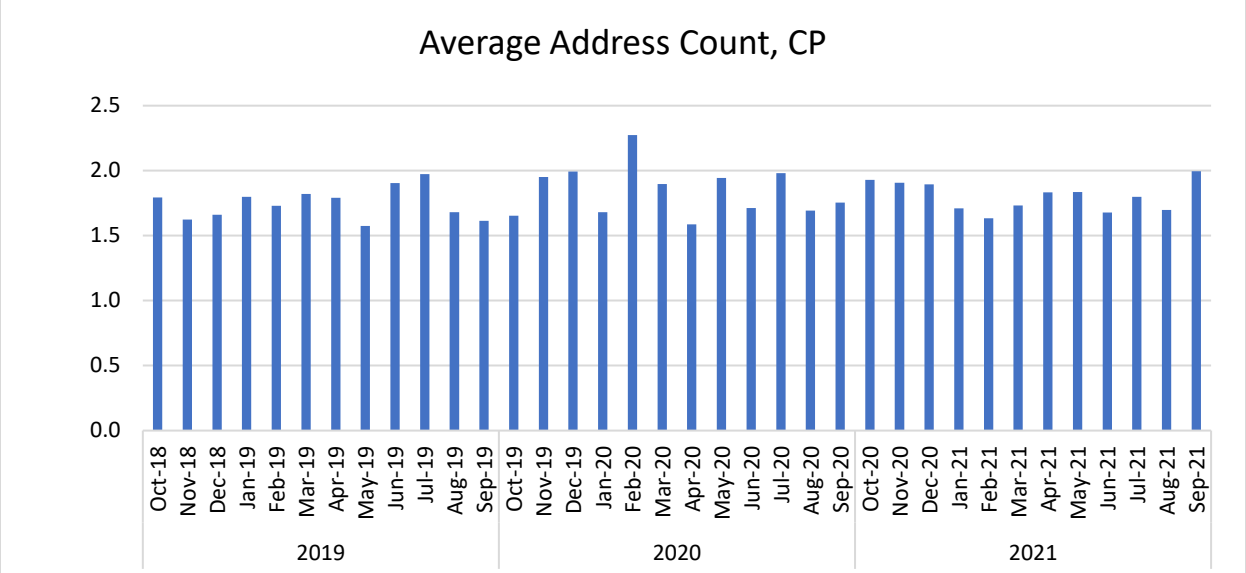


Figure 80. Measures of Central Tendency Describing Address Count, CP

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
Nov-20	1.9	1	1	13
Dec-20	1.9	1	1	17
Jan-21	1.7	1	1	13
Feb-21	1.6	1	1	10
Mar-21	1.7	1	1	11
Apr-21	1.8	1	1	10
May-21	1.8	1	1	11
Jun-21	1.7	1	1	12
Jul-21	1.8	1	1	11
Aug-21	1.7	1	1	12
Sep-21	2.0	1	1	19

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

Figure 81. Monthly Trend in Average Address Count, NCP

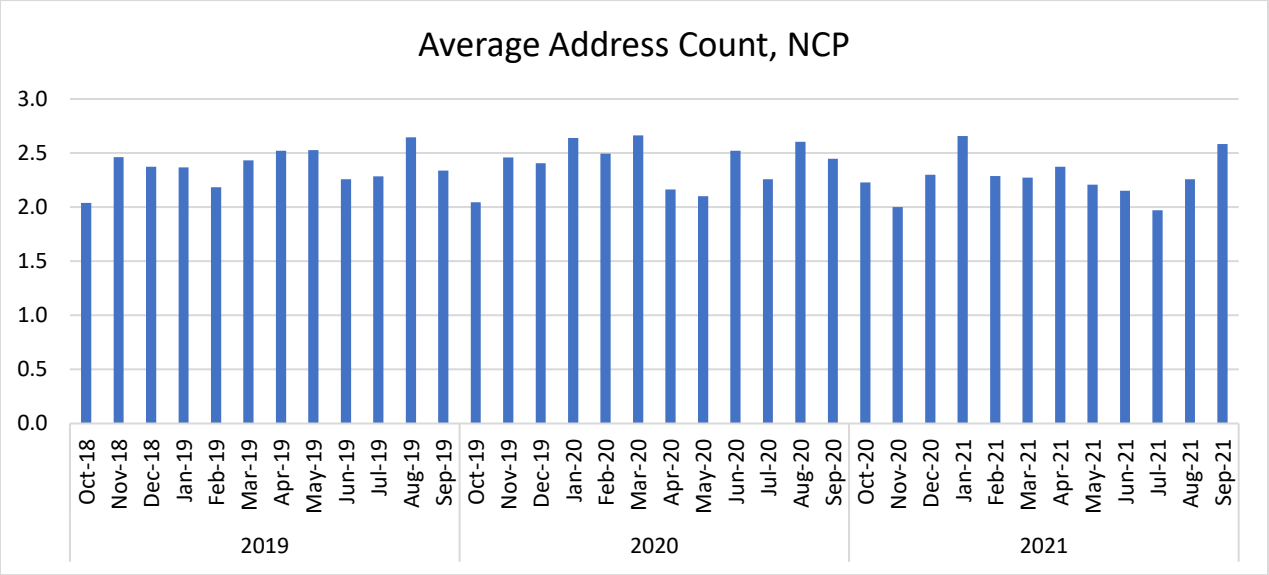


Figure 82. Measures of Central Tendency Describing Address Count, NCP

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
Nov-20	2.0	1	1	12
Dec-20	2.3	1	1	16
Jan-21	2.7	1	1	13
Feb-21	2.3	1	1	17
Mar-21	2.3	1	1	19
Apr-21	2.4	1	1	24
May-21	2.2	1	1	21
Jun-21	2.2	1	1	19
Jul-21	2.0	1	1	10
Aug-21	2.3	1	1	21
Sep-21	2.6	1	1	19

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

Figure 83. Monthly Trend in the Average Number of Crossfiles, CP

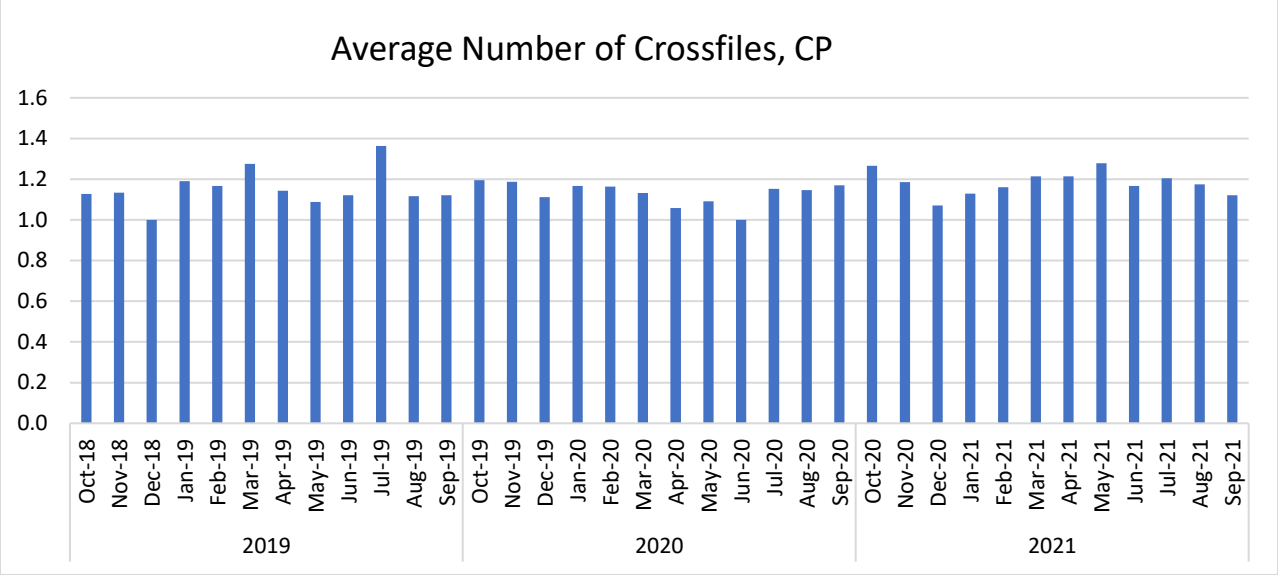


Figure 84. Measures of Central Tendency Describing the Number of Crossfiles, CP

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
Nov-20	1.2	1	1	2
Dec-20	1.1	1	1	3
Jan-21	1.1	1	1	4
Feb-21	1.2	1	1	3
Mar-21	1.2	1	1	3
Apr-21	1.2	1	1	3
May-21	1.3	1	1	2
Jun-21	1.2	1	1	3
Jul-21	1.2	1	1	3
Aug-21	1.2	1	1	5
Sep-21	1.1	1	1	2

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

Figure 85. Monthly Trend in the Average Number of Crossfiles, NCP

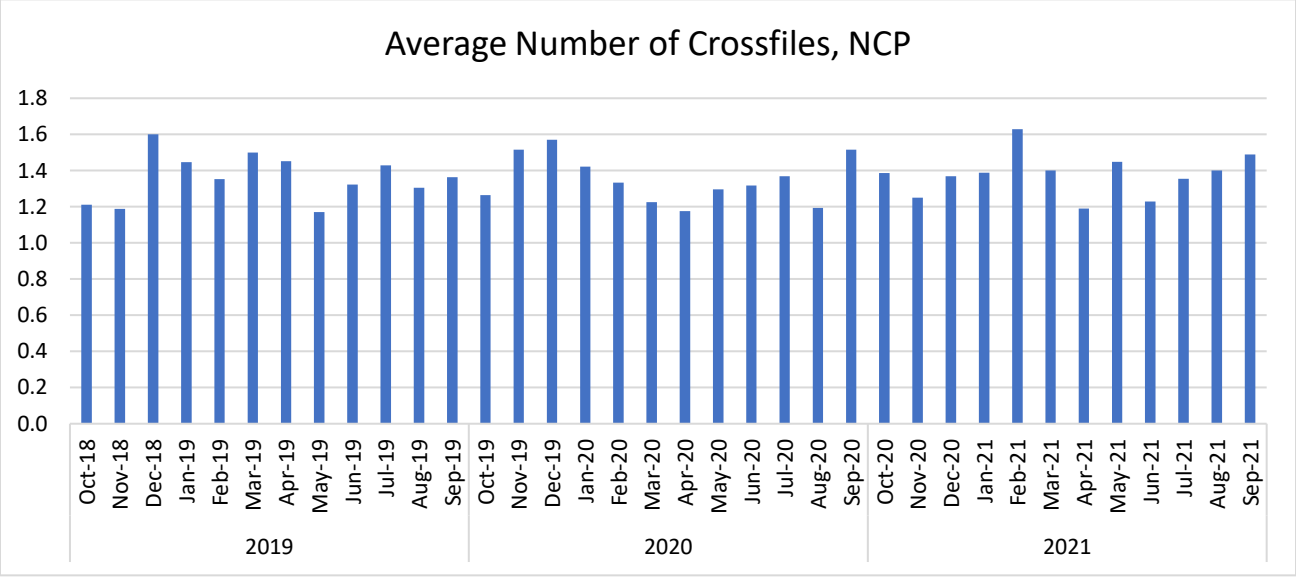


Figure 86. Measures of Central Tendency Describing the Number of Crossfiles, NCP

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
Nov-20	1.3	1	1	2
Dec-20	1.4	1	1	4
Jan-21	1.4	1	1	4
Feb-21	1.6	1	1	5
Mar-21	1.4	1	1	4
Apr-21	1.2	1	1	2
May-21	1.4	1	1	4
Jun-21	1.2	1	1	4
Jul-21	1.4	1	1	4
Aug-21	1.4	1	1	3
Sep-21	1.5	1	1	6

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

Figure 87. Monthly Trend in the Average Employer Count, NCP

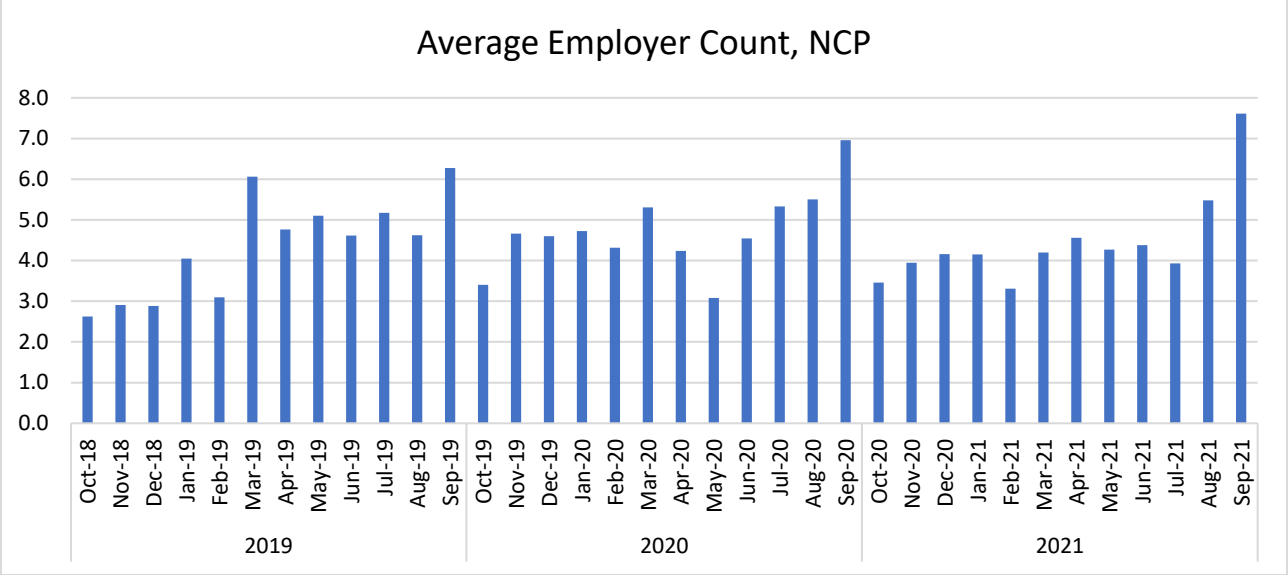


Figure 88. Measures of Central Tendency Describing Employer Count, NCP

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
Nov-20	3.9	2	1	27
Dec-20	4.2	2	1	31
Jan-21	4.2	2	1	14
Feb-21	3.3	2	1	13
Mar-21	4.2	2	1	16
Apr-21	4.6	2.5	1	32
May-21	4.3	3	1	15
Jun-21	4.4	2.5	1	28
Jul-21	3.9	2	1	24
Aug-21	5.5	3	1	16
Sep-21	7.6	5	1	38

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