



**DEPARTMENT OF PROCUREMENT SERVICES  
NON-COMPETITIVE REVIEW BOARD (NCRB) APPLICATION**

Complete this cover form and the **Non-Competitive Procurement Application Worksheet** in detail. Refer to the page entitled **"Instructions for Non-Competitive Procurement Application"** for completing this application in accordance with its policy regarding NCRB. Complete "other" subject area if additional information is needed. Subject areas must be fully completed and responses merely referencing attachments will not be accepted and will be immediately rejected.

<b>Department</b>	<b>Originator Name</b>	<b>Telephone</b>	<b>Date</b>	<b>Signature of Application Author</b>
<b>BUDGET</b>	<b>Kurt Peterson</b>	<b>312-744-9578</b>	<b>07/05/17</b>	
<b>Contract Liaison</b>	<b>Email Contract Liaison</b>	<b>Telephone</b>		
<b>Lori Lamantia</b>	<b>lori.lamantia@cityofchicago.org</b>	<b>312-744-3333</b>		

**List Name of NCRB Attendees/Department**

<b>Kurt Peterson</b>	<b>Budget</b>
<b>Chris Wheat</b>	<b>Mayor's Office</b>

Request NCRB review be conducted for the product(s) and/or service(s) described herein.

**Company:** Behavioral Ideas Lab, d/b/a ideas42

<b>Contact Person:</b>	<b>Phone:</b>	<b>Email:</b>
<b>Ted Robertson</b>	<b>617-942-7570</b>	<b>trobertson@ideas42.org</b>

**Project Description:** Office of Budget and Management (OBM), in partnership with the Mayor's Office and ideas42, is continuing the Behavioral Design Team (BDT) previously funded through the MacArthur Foundation for 2015 and 2016. Building on the 21 projects that have either completed or are underway, the BDT will continue designing and testing interventions. The BDT will continue to be staffed with behavioral design experts provided by ideas42. With \$250,000 support from the City, the BDT can use behavioral design to leverage improvements in performance across government.

ideas42 is uniquely able to provide an embedded behavioral design team. The BDT model is based on the highly successful White House Social and Behavioral Science Team, which and was staffed by ideas42. This model for collaboration, as well as the specific lessons we learn from projects, has influenced a similar model in New York City (also staffed by ideas42).

This is a request for:

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> <b>New Contract</b>                     | <input type="checkbox"/> <b>Amendment / Modification</b>  |
| <u><b>Contract Type</b></u>   | <u><b>Type of Modification</b></u>  |
| <input type="checkbox"/> <b>Blanket Agreement</b> Term: <u>12</u> (# of mo) | <input type="checkbox"/> <b>Time Extension</b> <input type="checkbox"/> <b>Vendor Limit Increase</b> <input type="checkbox"/> <b>Scope Change</b> |
| <input checked="" type="checkbox"/> <b>Standard Agreement</b>               | Contract Number: _____  |
|   | Specification Number: _____   |
|   | Modification Number: _____  |

<b>Department Request Approval</b>	<b>Recommended Approval</b>
<u>7/7/17</u>	<u>JUL 20 2017</u>
DEPARTMENT HEAD OR DESIGNEE	BOARD CHAIRPERSON
<u>Samantha Fields</u>	<u>RICH BUTLER</u>
PRINT NAME	PRINT NAME

(FOR NCRB USE ONLY)

Recommend Approval/Date: 7-20-17

Return to Department/Date: \_\_\_\_\_

Rejected/Date: \_\_\_\_\_

7/20/17 (rec'd)

**Approved**       **Rejected**

CHIEF PROCUREMENT OFFICER

7/20/17

DATE



**DEPARTMENT OF PROCUREMENT SERVICES  
NON-COMPETITIVE REVIEW BOARD (NCRB) APPLICATION  
JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT WORKSHEET**

All applicable information on this worksheet must be addressed using each question found on the "Instructions for Non-Competitive Procurement Application" in this application.

**Justification for Non-Competitive Procurement Worksheet**

**PROCUREMENT HISTORY**

1. In 2015, the City of Chicago, MacArthur Foundation, and ideas42 created the world's first Behavioral Design Team (BDT), adding it to the city's Innovation Delivery Team, housed within the Office of the Mayor. Since then, the City has used the Behavioral Design Team (staffed by ideas42) to significantly help improve programs in multiple city departments.

ideas42 has staffed the City's Behavioral Design Team needs since January 2015 and continues to manage projects in multiple city departments. The unique and extensive skillset ideas42 provides is a blend of expertise in behavioral science -- psychology, economics, neurosciences -- and translating that knowledge to help solve public policy problems that are a priority for the city. The Chicago BDT model is modeled after the White House Social and Behavioral Sciences Team that ideas42 helped launch and staff in 2014. The model has also expanded to include New York City (staffed by ideas42). For Chicago, ideas42 is able to leverage the unique experience and insights of its overall staff and work, as well as its work at the federal level, work with multiple state governments, and expanding work on the city level.

Building on the over 20 projects (see attached PowerPoint) that have either completed or are underway across the city, the Budget Office requests that ideas42 continue advising, designing, and testing behavioral interventions. The BDT will continue to be staffed with behavioral design experts provided by ideas42. With \$250,000 financial support for a 12 month period from the City, the Chicago BDT can use behavioral design to help improve performance and accountability across Chicago government.

2. This is a first time requirement from the City of Chicago funding source. For 2015 and 2016, the requirement was negotiated with the City of Chicago and funded by the MacArthur Foundation.

3. The City has not made an attempt to competitively bid this requirement. It is believed that based on the history of ideas42's Behavioral Design Team in Chicago, its highly specialized and extensive skill set, and its deep relationships with officials at multiple levels of government inside and outside of Chicago, ideas42 is uniquely able to provide the required services to the City.

4. N/A

5. There are potentially future requests made for the services of ideas42. This depends on the needs of the city and the performance from ideas42.

6. The expertise and qualifications that are critical to an embedded behavioral science design team - including extensive relationships with the City and knowledge of city operations and data - are highly specialized and will continue to be procured through public, non-competitive procurement process. Discontinuing the services from ideas42 would mean discontinuing projects currently underway across city government (see attached PowerPoint for more details on the current and upcoming projects).

**ESTIMATED COST**

1. The estimated cost for this service contract is \$62,500 per quarter from the contract "start date". The funding source is the City of Chicago Corporate Fund.

2. The estimated cost for the service contract is \$250,000.

3. ideas42 has provided a proposal estimating the cost.

4. If the contract went to competitive bid and another firm were selected, it's not clear whether another firm could execute this work or with the same success, and at the least the City of Chicago and the new firm would have considerable time and resource costs to orient the new firm to the City's operations and personnel. The Chicago BDT



**DEPARTMENT OF PROCUREMENT SERVICES  
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JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT WORKSHEET**

has a strong relationship with partners in the Mayor's Office, Department of Finance, Streets and Sanitation, Department of Public Health, Chicago Public Schools, Family and Support Services and the Sustainability Office. Developing relationships and projects with those departments takes time that would delay the projects currently being developed. These relationships have allowed ideas42 to respond quickly to issues and opportunities as they arise. If the services are discontinued, several projects would halt or be significantly delayed, including but not limited to: helping youth make safer choices during the summer, evaluating the impact of a bag tax, helping Chicago Public Schools graduates make the transition to college, and helping the City collect debt that it is owed.

5. See 3, above.

**SCHEDULE REQUIREMENTS**

1. The Chicago BDT has year-round projects. The requirements are for ideas42 to provide City of Chicago with project updates quarterly. This agreement was negotiated between the City of Chicago and ideas42. The specific dates were agreed upon in December 2016.

2. N/A

3. ideas42 is to provide a quarterly, one-page written update on projects to Chris Wheat, Senior Policy Advisor. With projects operating year-round at various stages of development, the schedule is important to ensure that the BDT is making progress on improving programs for the City of Chicago.

4. Using a competitive bid process to meet this schedule for the various on-going and continuing projects would disrupt the services provided to constituents and disrupt evaluations of programs the city has implemented. Specifically, discontinuing service or going to bid on the contract would 1) disrupt the data collection and evaluation on the City's bag tax policy; 2) disrupt development of a youth safety initiative program jeopardizing the ability to effectively meet the program deadlines; 3) disrupt the development of a program helping college-intending high school graduates to make it to college; and 4) disrupt the data analysis phase of a project encouraging recycling.

**EXCLUSIVE OR UNIQUE CAPABILITY**

1. Please also see the Scope of Work document. ideas42 is the leading behavioral design innovation firm in the United States. Behavioral science is a specialized field to begin with, and ideas42 occupies a unique space within the field in pioneering the application of behavioral science to government. It is the only firm in the United States that has embedded teams in city and federal government. The Chicago -specific BDT team is also able to leverage the extensive expertise of 70+ staff members, ideas42 founder Sendhil Mullainathan (Professor of Economics at Harvard and MacArthur genius grant winner), and its Board of Scientific Advisors, including two Nobel laureates, Daniel Kahneman (Nobel Prize in Economics for his work in behavioral sciences), George Akerloff (co-recipient of Nobel Prize in Economics).

2. The staff, academic affiliates, and Board of Scientific Advisors include the predominant leaders in the behavioral science field.

3. ideas42 is highly specialized in blending elements from psychology and economics to improve policy and program designs for non-profits and governments alike. ideas42 helped launch and staff the White House Social and Behavioral Sciences Team and staffs the New York City Behavioral Design Team (developed after the success of Chicago's BDT), among many other US and international projects. These skills and experiences are critical for the City's Behavioral Design Team going into the future.

4. ideas42 does not use specialized technical facilities or specialized testing equipment.

5. City programs and policies can develop quickly. Having a BDT member in the Mayor's Policy Office encourages the BDT to plug into various policy conversations and initiatives to help inform the policy and program development. Navigating the policy landscape in Chicago requires a nimble team, with extensive connections throughout the city, to act quickly and strategically to advance the city's policy priorities where they overlap with clear behavioral problems. ideas42 is the firm who has the presence in City Hall, has built relationships in departments around the city, and has the capabilities to scale up resources on projects when necessary.

6. N/A



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JUSTIFICATION FOR NON-COMPETITIVE PROCUREMENT WORKSHEET

7. N/A

8. N/A

OTHER





**DEPARTMENT OF PROCUREMENT SERVICES  
NON-COMPETITIVE REVIEW BOARD (NCRB) APPLICATION  
INSTRUCTIONS FOR NON-COMPETITIVE PROCUREMENT APPLICATION**

**INSTRUCTIONS FOR PREPARATION OF NON-COMPETITIVE PROCUREMENT APPLICATION**

If a City Department has determined that the purchase of supplies, equipment, work and/or services cannot be done on a competitive basis, a justification must be prepared on this "Justification for Non-Competitive Procurement Application" in which procurement is requested on a or non-competitive basis in accordance with 65 ILCS 5/8-10-4 of the Illinois Compiled Statutes. Using this instruction sheet, all applicable information must be addressed on the worksheet. The information provided must be complete and in sufficient detail to allow for a decision to be made by the Non-Competitive Procurement Review Board. For Amendments, Modifications, describe in detail the change in terms of dollars, time period, scope of services, etc., its relationship to the original contract and the specific reasons for the change. Indicate both the original and the adjusted contract amount and/or expiration date with this change.

Attach a DPS Checklist and any other required documentation; the Board will not consider justification with incomplete information documentation or omissions.

**PROCUREMENT HISTORY**

1. Describe the requirement and how it evolved from initial planning to its present status.
2. Is this a first time requirement or a continuation of previous procurement from the same source? If so, explain the procurement history.
3. Explain attempts made to competitively bid the requirement (attach copy of sources contacted).
4. Describe in detail all research done to find other sources; list other cities, companies in the industry, professional organizations contacted. List periodicals and other publications used as references.
5. Explain future procurement objectives. Is this a one-time request or will future requests be made for doing business with the same source?
6. Explain whether or not future competitive bidding is possible. If not, explain in detail.

**ESTIMATED COST**

1. What is the estimated cost for this requirement or for each contract, if multiple awards are contemplated? What is the funding source?
2. What is the estimated cost by fiscal year?
3. Explain the basis for estimating the cost and what assumptions were made and/or data used (i.e., budgeted amount, previous contract price, current catalog or cost proposal from firms solicited, engineering or in-house estimate, etc.)
4. Explain whether the proposed Contractor or the City has a substantial dollar investment in original design, tooling or other factors which would be duplicated at City expense if another source was considered. Describe cost savings or other measurable benefits to the City which may be achieved.
5. Explain what negotiation of price has occurred or will occur. Detail why the estimated cost is deemed reasonable.

**SCHEDULE REQUIREMENTS**

1. Explain how the schedule was developed and at what point the specific dates were known.
2. Is lack of drawings and/or specifications a constraining factor to competitive bidding? If so, why is the proposed Contractor the only person or firm able to perform under these circumstances? Why are the drawings and specifications lacking? What is the lead time required to get drawings and specifications suitable for competition? If lack of drawings and specifications is not a constraining factor to competitive bidding, explain why only one person or firm can meet the required schedule.
3. Outline the required schedule by delivery or completion dates and explain the reasons why the schedule is critical.
4. Describe in detail what impact delays for competitive bidding would have on City operations, programs, costs and budgeted funds.

**EXCLUSIVE OR UNIQUE CAPABILITY**

1. If contemplating hiring a person or firm as a Professional Service Consultant, explain in detail what professional skills, expertise, qualifications, and/or other factors make this person or firm exclusively or uniquely qualified for the project. Attach a copy of the cost proposal, scope of services, and Temporary Consulting Services Form.
2. Does the proposed firm have personnel considered unquestionably predominant in the particular field?
3. What prior experiences of a highly specialized nature does the person or firm exclusively possess that is vital to the job, project or program?
4. What technical facilities or test equipment does the person or firm exclusively possess of a highly specialized nature which is vital to the job?
5. What other capabilities and/or capacity does the proposed firm possess which is necessary for the specific job, project or program which makes them the only source who can perform the work within the required time schedule without unreasonable costs to the City?
6. If procuring products or equipment, describe the intended use and explain any exclusive or unique capabilities, features and/or functions the items have which no other brands or models possess. Is compatibility with existing equipment critical from an operational standpoint? If so, provide detailed explanation?
7. Is competition precluded because of the existence of patent rights, copyrights, trade secrets, technical data, or other proprietary data (attach documentation verifying such)?
8. If procuring replacement parts and/or maintenance services, explain whether or not replacement parts and/or services can be obtained from any other sources? If not, is the proposed firm the only authorized or exclusive dealer/distributor and/or service center? If so, attach letter from manufacturer on company letterhead.

**MBE/WBE COMPLIANCE PLAN**

- \* All submissions must contain detailed information about how the proposed firm will comply with the requirements of the City's Minority and Women Owned Business program. All submissions must include a completed C-1 and D-1 form, which is available on the Procurement Services page on the City's intranet site. The City Department must submit a Compliance Plan, including details about direct and indirect compliance.

**OTHER**

1. Explain other related considerations and attach all applicable supporting documents, i.e., an approved "ITGB Form" or "Request For Individual Hire Form".

**REVIEW AND APPROVAL**

This application must be signed by both Originator of the request and signed by the Department Head. After review and final disposition from the Board, this application will be signed by the Board Chairman. After review and final disposition from the Board, this form will be presented to the Chief Procurement Officer recommending approval.



# Project Checklist

Attach required forms for each procurement type and detailed scope of services and/or specifications and forward original documents to the Chief Procurement Officer; City Hall, Room 806.

**Date:**  
July 5, 2017

**Department Name:**  
**Budget**

**Requisition No:** 158313      **Specification No:** 408057

**PO No:** \_\_\_\_\_      **Modification No:** \_\_\_\_\_

**Contract Liaison:**  
Lori Lamantia

**Telephone:**  
312-744-3333

**Email:**  
Lori.Lamantia@cityofchicago.org

**Project / Program Manager:**  
Kurt Peterson

**Telephone:**  
312-744-9578

**Email:**  
kurt.peterson@cityofchicago.org

For blanket agreements, original or lead department must consult with other potential departments who may want to participate on the blanket agreement. If grant funded, attach copy of the approved grant application and other terms and conditions of the funding source. **Note:** 1) **Funding:** Attach information if multiple funding lines; 2) **Individual Contract Services:** Include approval form signed by Department Head and OBM; 3) **ITGB:** IT project valued at \$100,000.00 or more, attach approval transmittal sheet.

**\*Contract Liaison Signature**  
*Lori Lamantia*

**\*By signing this form, I attest that all information provided is true and accurate.**

**Project Title:**  
City of Chicago's Behavioral Design Team

**Project Description:**  
This project provides funding to staff Chicago's Behavioral Design Team by Behavioral Ideas Lab, d/b/a ideas42, a nonprofit specializing in using behavioral science to improve programs and policies.

**Funding:**

<input checked="" type="checkbox"/> Corporate	<input type="checkbox"/> Bond	<input type="checkbox"/> Enterprise	<input type="checkbox"/> Grant	<input type="checkbox"/> Other:
<input type="checkbox"/> IDOT/Transit	<input type="checkbox"/> IDOT/Highway	<input type="checkbox"/> FHWA	<input type="checkbox"/> FTA	<input type="checkbox"/> FAA

LINE	FY	FUND	DEPT	ORGN	APPR	ACTV	PROJECT	RPTG	ESTDOLLAR AMOUNT
	017	0100	99	4401	0140	220140			250000

**Check One:**  
 **New Contract Request**

*\*By signing below, I attest the estimates provided for this contract are true and accurate.*

**\*Project / Program Manager Signature**  
*Kurt Peterson*

**\*Commissioner/Authorizer/ Designee Signature**  
*Spiegel*

**Purchase Order Information:**

**Contract Term (No. of Months):** 12

**Extension Options (Rate of Recurrence):** 1-one year

**Estimated Spend/Value:** \$ 250,000.00

**Grant Commitment / Expiration Date:**

**Pre-Bid/Submittal Conference:**  Yes  No

Mandatory       Site Visit

**Purchase Order Type:**

Blanket/Purchase Order (DUR)

Master Consultant Agreement (Task Order)

Standard/One-Time Purchase

**Procurement Method:**

Bid     RFP     RFQ     RFI

Small Order

**Special Approvals Required:**

Emergency

Non-Competitive Review Board (NCRB)

Request for Individual Contract Services

Information Technology Governance Board (ITGB)

**Modification or Amendment**

**Modification Information:**

**PO Start Date:** \_\_\_\_\_

**PO End Date:** \_\_\_\_\_

**Amount (Increase/Reduction):** \_\_\_\_\_

**MBE/WBE/DBE Analysis:** (Attach MBE/WBE/DBE Goal Setting Memo)

Full Compliance       Contract Specific Goals

No Stated Goals       Waiver Request

**Contract Type:**

Architect Engineering     Commodity     Construction     JOC     SBI

Professional Services     Revenue Generating     Vehicle & Heavy Equipment

Work Service     Joint Procurement     Reference Contract

**Modification/Amendment Type:**

Time Extension       Scope Change/Price Increase /Additional Line Item(s)

Vendor Limit Increase     Requisition Encumbrance Adjustment

Other (specify): \_\_\_\_\_

**Risk Management / EDS**

**Insurance Requirements (included)**     Yes     No

**EDS Certification of Filing (included)**     Yes     No

**Vendor Info:**

**Name:** Behavioral Ideas Lab d/b/a ideas42

**Contact:** Mark Eden

**Address:** 80 Broad Street, Suite 3000, NY, NY 10004

**E-mail:** mark@ideas42.org

**Phone:** 646-330-5700








OFFICE OF BUDGET AND MANAGEMENT  
CITY OF CHICAGO

MEMORANDUM

To: Jamie Rhee, Commissioner, Department of Procurement Services

From: Kurt Peterson, First Deputy Budget Director, Office of Budget and Management 

RE: Procurement of Professional Services – Behavioral Ideas Lab, d/b/a ideas42

Date: July 5, 2017

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This memorandum is to request the approval of a new contract for the professional services of Behavioral Ideas Lab, d/b/a ideas42. This is a new contract.

For over two years ideas42 has worked with numerous departments to design programs and policies using the latest insights from economics and psychology to increase uptake, improve compliance, and in general ensure the City's efforts produce better results. During that time, ideas42 has conducted 21 projects on behalf of the City and worked with departments and agencies such as the Mayor's Office, OBM, DFSS, DOF, CPS and CDPH, amongst others. ideas42 not only provides full-time staffing in Chicago but leverages their extensive network of team members in Washington, D.C. and New York City, in addition to others in the academic community.

The results of ideas42's project work have been impressive. A sampling of their work includes:

- Improved on-time payment of parking tickets via postcard reminders
- Increased compliance with Administrative Hearings efforts
- Reduced non-compliance with the City's Energy Benchmarking Ordinance

Previously ideas42 was funded by a grant from the MacArthur Foundation. Given the importance of their work and lack of continued funding from the Foundation, we are now seeking to enter into a contract with ideas42 so that this important work can continue. Currently they are working with the Department of Finance on improving compliance with the City's use tax, with DSS on the reduction of contamination in the City's recycling stream, and with CPS on reducing the impact summer has on school readiness. The fact that ideas42 is one of the only nonprofits doing this work in the country, combined with their existing and future work with the City and their experience with other governmental agencies, leads us to believe a non-competitive contract is justified.

The proposed contract is for one-year, with a one-year extension option, at a rate of \$62,500 per quarter, for a total amount of \$250,000.

Please do not hesitate to contact me any questions or concerns.



## City of Chicago and Behavioral Ideas Lab, (d/b/a ideas42) Statement of Work

This Statement of Work (“SOW”), effective as of contract award and continuing for a 12 month period, is issued pursuant to a Consulting Agreement (“Agreement”) between the City of Chicago (“City”) and Behavioral Ideas Lab (referred to in the Agreement as “Service Provider” and herein as “ideas42”).

### Background

A growing body of evidence substantiates that insights from behavioral science can improve the design and effectiveness of programs and policies – from college enrollment to retirement savings.<sup>1</sup> Given the fiscal and policy constraints that city governments currently face, these behavioral levers, which are often quick and inexpensive to implement, represent a potentially powerful set of policy tools. Behavioral levers could be useful in a broad set of domains affected by city governments, such as finance, sustainability, consumer protection, criminal justice, education, family and support services, financial empowerment, public health, and workforce development and training.

The City of Chicago, in partnership with ideas42, is continuing the Behavioral Design Team (BDT) previously funded through the MacArthur Foundation for 2015 and 2016. Building on the 21 projects that have either completed or are underway across the city, the BDT will continue designing, advising and testing behavioral interventions. The BDT model is based on the highly successful White House Social and Behavioral Science Team (SBST), which is currently staffed by ideas42.

The BDT will continue to be staffed with behavioral design experts provided by ideas42 (staff and academic affiliates). With \$250,000 financial support from the City, the Chicago BDT can use behavioral design to leverage improvements in performance and accountability across Chicago government. This model for collaboration, as well as the specific lessons we learn from projects, has already influenced a similar model in New York City (also staffed by ideas42) and has the potential to be transferred to other cities in the US and across the world.

### Chicago Behavioral Design Team

The Chicago BDT will continue to operate within the City of Chicago, and work with the City’s policy team and budget office, in addition to various departments and agencies. The BDT will be staffed with behavioral design experts provided by ideas42 (staff and academic affiliates). The BDT will lead and coordinate work across various City departments, working closely with department staff on specific projects. ideas42 may partner with the University of Chicago (UC) Urban Lab’s on projects with overlapping goals.

### BDT Objectives

The Chicago BDT will work in close coordination with the City’s Mayor’s Office, Budget Office, and departments to identify the City’s priorities areas where behavioral science may be a beneficial tool to encourage participation or increase follow-through. The BDT will then work

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<sup>1</sup> Thaler & Sunstein, *Nudge*, 2008; Eldar Shafir, ed., *The Behavioral Foundations of Public Policy*, 2013.

with department staff to implement behavioral interventions (projects) and test their effectiveness.

The Chicago BDT will complete 6-8 projects through the remainder of 2017 and into 2018, which are a high priority for the City or have high social value. The new projects are expected to be a combination of revenue producing projects and more direct social impact projects.

### **Service Provider Project Manager and Key Personnel**

The Service Provider Project Manager for this SOW is Ted Robertson, Managing Director, ideas42.

The Service Provider Key Personnel for this SOW are:

- Will Tucker, Managing Director, ideas42
- John Balz, Vice President, ideas42
- Doug Palmer, Chicago BDT Lead & Senior Associate, ideas42
- Lee-Sien Kao, Associate, ideas42

### **Chicago Manager and Key Personnel**

ideas42 will primarily report to Kurt Peterson, First Deputy Budget Director, and Chris Wheat, Chief Sustainability Officer and Senior Policy Advisor in the Mayor's Office or their designated replacements.

### **Deliverables, Invoice Schedule, and Estimated Budget (12 Months)**

To deliver the objectives for this project, ideas42 will provide the following Services and Deliverables. All Deliverables will be subject to the review and approval of the City of Chicago. The Summary of Progress Report will be a summary report delivered to City officials on the progress of each project, any results, and any opportunities for additional projects. Table 1 notes when the deliverables are due to the City.

The estimated budget for a full Chicago BDT is \$500,000. The \$250,000 will allow us to be operational in Chicago while ideas42 finds matching funding from philanthropic foundations.


Payment Date is upon receipt and approval of deliverables:

- 90 Days into Project
- 180 Days into Project
- 270 Days into Project
- 360 Days into Project



Table 2. Estimated Budget

<b>Chicago BDT Budget</b>		
<b>Personnel and Benefits</b>	<b>FTE</b>	<b>Fully Loaded Rate*</b>
<u><i>Chicago</i></u>		
Chicago-based Senior Associate	1.00	\$160,062
<u><i>Non-Chicago</i></u>		
Managing Director	0.05	16,006
Vice President	0.05	11,769
Chicago Associate	0.50	62,141
<b>Total Project Costs</b>		<b>\$249,978</b>
* Fully loaded rate includes all travel and other expenses.		
** Contractor agrees to abide by the established City of Chicago Travel Policy.		

*Chris Wheat*  







OFFICE OF BUDGET AND MANAGEMENT  
CITY OF CHICAGO

**MEMORANDUM**

To: Jamie Rhee, Commissioner, Department of Procurement Services

From: Kurt Peterson, First Deputy Director, Office of Budget Management 

RE: MBW/WBE Goals - Procurement of Professional Services, Behavioral Ideas Lab, d/b/a ideas42

Date: July 5, 2017

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The memorandum is to confirm our office's concurrence with the request from Behavioral Ideas Lab, d/b/a ideas42, in connection with the proposed contract for Professional Services, that there be no stated MBW/WBE participation goals for the contract, for the reasons stated in ideas42's request letter.

Please do not hesitate to contact with me any questions or concerns.





## Twohig, Colleen

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**From:** Loboda, Steve  
**Sent:** Thursday, June 22, 2017 2:02 PM  
**To:** Twohig, Colleen; Lamantia, Lori  
**Cc:** O'Shea, Bridget; Butler, Richard  
**Subject:** ideas42 DPS Compliance Concurrence

**Importance:** High

Colleen -

Based on the email below (see highlighted), we have sufficient concurrence to move forward with the Ideas 42 NCRB request.

Lori -

Please be advised that this does not serve as final approval of the No Stated Goals request, which is still undergoing Compliance review, though *it does satisfy the requirements to move forward for NCRB approval.*

Thanks.

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**From:** O'Shea, Bridget  
**Sent:** Wednesday, June 21, 2017 3:49 PM  
**To:** Loboda, Steve  
**Cc:** Jimenez, Monica; O'Shea, Bridget  
**Subject:** FW: NCRB Meeting

Steve, as discussed see below.

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**From:** O'Shea, Bridget  
**Sent:** Tuesday, May 09, 2017 2:05 PM  
**To:** Twohig, Colleen  
**Cc:** Jimenez, Monica; O'Shea, Bridget  
**Subject:** NCRB Meeting

Colleen,

I wanted to update you quickly on the Compliance Portion of the NCRB Meeting scheduled for today – they both came in with Full Waivers. The requests are under review. There are no compliance concerns at this time.

Thanks,  
Bridget

**Bridget O'Shea**  
**Manager of Compliance**  
City of Chicago, Department of Procurement Services  
121 N LaSalle Street, Rm. 806, Chicago, IL 60602  
Phone: 312-744-1904 Fax: 312-744-0010  
[bridget.oshea@cityofchicago.org](mailto:bridget.oshea@cityofchicago.org)

*Customer Care is our priority. Please contact us with compliments or concerns at [dps.feedback@cityofchicago.org](mailto:dps.feedback@cityofchicago.org). Please visit our website for information on programs, policies and procedures [www.cityofchicago.org/procurement](http://www.cityofchicago.org/procurement).*

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80 Broad Street  
Suite 3000  
New York, NY 10004  
O: 1-646-354-7735  
www.ideas42.org

July 5, 2017

Ms. Jamie Rhee, Commissioner  
Department of Procurement Services  
121 North LaSalle Street  
Room 403  
Chicago, IL 60602

RE: WBE/MBE Goals

Dear Commissioner Rhee,

I am writing you regarding the proposed ideas42 contract to maintain the Chicago Behavioral Design Team. Behavioral Ideas Lab, d/b/a ideas42, is a non-profit behavioral science consulting firm and does not anticipate retaining any contractors or subcontractors for this assignment. The work is highly specialized and we respectfully request that there be no stated WBE/MBE goals for this contract.

Please call if you have any questions or need additional information. Thank you for your assistance in this matter.

Thank you,



Ted Robertson  
Managing Director  
[trobertson@ideas42.org](mailto:trobertson@ideas42.org)  
M: 323-382-1315





80 Broad Street

Suite 3000  
New York, NY 10004  
O: 1-646-354-7735  
www.ideas42.org

July 5, 2017

Ms. Jamie Rhee, Commissioner  
Department of Procurement Services  
121 North LaSalle Street  
Room 403  
Chicago, IL 60602

RE: Justification of NCRB

Dear Commissioner Rhee,

Behavioral Ideas Lab, d/b/a "ideas42", is the leading behavioral design innovation firm in the United States. In 2015, the City of Chicago, MacArthur Foundation, and ideas42 created the world's first Behavioral Design Team (BDT), adding it to the city's Innovation Delivery Team, housed within the Office of the Mayor. Since then, the City has used the Behavioral Design Team (staffed by ideas) to significantly help improve programs in multiple city departments. ideas42 is uniquely capable of providing continued services for two reasons: their expertise in applying behavioral science to government and their continuation of current projects and relationships within the City.

ideas42 brings a unique skillset to the Behavioral Design Team. Behavioral science is a specialized field to begin with, and ideas42 occupies a unique space within the field in pioneering the application of behavioral science to government. It is the only firm in the United States that has embedded teams in the city and federal governments. The Chicago-specific BDT team is also able to leverage the extensive expertise of 70+ staff members, ideas42 founder Sendhil Mullainathan (Professor of Economics at Harvard and MacArthur genius grant winner), and its Board of Scientific Advisors, including two Nobel laureates, Daniel Kahneman and George Akerloff.

In addition, ideas42 is specialized in blending elements from psychology and economics to improve policy and program designs for non-profits and governments alike. ideas42 helped launch and staff the White House Social and Behavioral Sciences Team and staffs the New York City Behavioral Design Team (developed after the success of Chicago's BDT), among many other US and international projects. These skills and experiences are critical for the City's Behavioral Design Team going into the future.

Continuing with ideas42 to staff the Behavioral Design Team would allow the BDT to continue building on the 21 projects that have either completed or are underway across the city. Through these projects, ideas42 has developed strong relationships with department partners. Pursuing another partner would interrupt the current set of projects the BDT is working on and would cause delays in current project execution. Furthermore, ideas42 has developed an understanding of available data sources and partners to assist in project development, which a different firm could not easily replicate without significant delay and cost.

Please call if you have any questions or need additional information. Thank you for your assistance in this matter.

Thank you,



**Ted Robertson**  
Managing Director  
[trobertson@ideas42.org](mailto:trobertson@ideas42.org)  
M: 323-382-1315

80 Broad Street  
Suite 3000  
New York, NY 10004  
O: 1-646-354-7735  
www.ideas42.org

July 5, 2017

Ms. Jamie Rhee, Commissioner  
Department of Procurement Services  
121 North LaSalle Street  
Room 403  
Chicago, IL 60602

RE: Services

Dear Commissioner Rhee,

I am writing you regarding the proposed ideas42 contract to maintain the Chicago Behavioral Design Team. The proposed contract is for \$250,000, starting at the contract award date and continuing for a 12 month period. The rate per quarter is \$62,500. The funding provides for personnel and benefit costs, travel, project specific direct costs that are used to research and prototype interventions, and indirect costs.

Please call if you have any questions or need additional information. Thank you for your assistance in this matter.

Thank you,



**Ted Robertson**  
Managing Director  
[trobertson@ideas42.org](mailto:trobertson@ideas42.org)  
M: 323-382-1315





CERTIFICATE OF FILING FOR  
CITY OF CHICAGO ECONOMIC DISCLOSURE STATEMENT

EDS Number: 105302

Certificate Printed on: 03/07/2017

Date of This Filing:03/07/2017 02:36 PM

Original Filing Date:03/07/2017 02:36 PM

Disclosing Party: Behavioral Ideas Lab

Filed by: Mr. MARK EDEN

Title:DIRECTOR OF FINANCE

Matter: City of Chicago's Behavioral Design  
Team

Applicant: Behavioral Ideas Lab

Specification #:

Contract #:

The Economic Disclosure Statement referenced above has been electronically filed with the City. Please provide a copy of this Certificate of Filing to your city contact with other required documents pertaining to the Matter. For additional guidance as to when to provide this Certificate and other required documents, please follow instructions provided to you about the Matter or consult with your City contact.

A copy of the EDS may be viewed and printed by visiting <http://webapps1.cityofchicago.org/EDSWeb> and entering the EDS number into the EDS Search. Prior to contract award, the filing is accessible online only to the disclosing party and the City, but is still subject to the Illinois Freedom of Information Act. The filing is visible online to the public after contract award.





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
03/08/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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<b>PRODUCER</b> David Carothers c/o Praxiom Risk Management, LLC 123 West Bloomingdale Avenue #300 Brandon, FL 33511	<b>CONTACT NAME:</b> PHONE (A/C, No., Ext): (888) 350-7729 E-MAIL: ADDRESS:	FAX (A/C, No):
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Prestige Employee Administrators, Inc.; Prestige Employee Administrators II, Inc. Alt. Emp: Behavioral Ideas Lab Inc. 538 Broadhollow Road Ste. 311 Melville, NY 11747	<b>INSURER A :</b> American Zurich Insurance Company <b>NAIC #</b> 40142	
	<b>INSURER B :</b>	
	<b>INSURER C :</b>	
	<b>INSURER D :</b>	
	<b>INSURER E :</b>	
	<b>INSURER F :</b>	

**COVERAGES**      **CERTIFICATE NUMBER:** 17NY014927810      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE	\$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$						EACH OCCURRENCE	\$
<b>A</b>	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			WC 10-15-334-01	02/01/2017	02/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
				Location Coverage Period:	02/01/2017	02/01/2018	Client#	10020-IL

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Coverage is provided for only those co-employees of, but not subcontractors to:  
Behavioral Ideas Lab Inc.  
441 E Erie St  
Chicago, IL 60611

### CERTIFICATE HOLDER

Office of the Mayor  
121 N LaSalle St  
Chicago City Hall, 4th Floor  
Chicago, IL 60602

### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
03/08/2017

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<b>PRODUCER</b> David Carothers c/o Praxiom Risk Management, LLC 123 West Bloomingdale Avenue #300 Brandon, FL 33511	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): (888) 350-7729		<b>FAX (A/C, No):</b>
	<b>E-MAIL ADDRESS:</b>		
		<b>INSURER(S) AFFORDING COVERAGE</b>	<b>NAIC #</b>
		<b>INSURER A :</b> American Zurich Insurance Company	40142
		<b>INSURER B :</b>	
		<b>INSURER C :</b>	
		<b>INSURER D :</b>	
		<b>INSURER E :</b>	
		<b>INSURER F :</b>	

**COVERAGES**                      **CERTIFICATE NUMBER:** 17NY014927808                      **REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$	
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$	
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$	
<b>A</b>	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC 10-15-638-01	02/01/2017	02/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000	
				<b>Location Coverage Period:</b>	02/01/2017	02/01/2018	<b>Client#</b> 10020-MA	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Coverage is provided for only those co-employees of, but not subcontractors to:  
 Behavioral Ideas Lab Inc.  
 711 Atlantic Ave  
 Boston, MA 02111

### CERTIFICATE HOLDER

Office of the Mayor  
 121 N LaSalle St  
 Chicago City Hall, 4th Floor  
 Chicago, IL 60602

### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*David E. Carson*

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# CERTIFICATE OF LIABILITY INSURANCE

DLM  
R002DATE (MM/DD/YYYY)  
3/8/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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<b>PRODUCER</b> CRYSTAL IBC LLC/PHS 257446 P: (866) 467-8730 F: (888) 443-6112 301 WOODS PARK DRIVE CLINTON NY 13323	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): (866) 467-8730	<b>FAX (A/C, No):</b> (888) 443-6112
	<b>E-MAIL ADDRESS:</b>	
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC#</b>
INSURER A: Sentinel Ins Co LTD		11000
<b>INSURED</b> BEHAVIORAL IDEAS LAB, INC. DBA IDEAS42 80 BROAD ST FL 30 NEW YORK NY 10004		INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liab			10 SBA AX8201	12/12/2016	12/12/2017	EACH OCCURRENCE \$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000
							MED EXP (Any one person) \$10,000
							PERSONAL & ADV INJURY \$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:						GENERAL AGGREGATE \$2,000,000
							PRODUCTS - COM/OP AGG \$2,000,000
							\$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY			10 SBA AX8201	12/12/2016	12/12/2017	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE			10 SBA AX8201	12/12/2016	12/12/2017	EACH OCCURRENCE \$7,000,000
							AGGREGATE \$7,000,000
							\$
	<input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000						\$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE- EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

**CERTIFICATE HOLDER**

Office of the Mayor  
 Chicago City Hall 4th Fl  
 121 N LA SALLE ST  
 CHICAGO, IL 60602

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Joe Tailor*





# CHICAGO BEHAVIORAL DESIGN TEAM



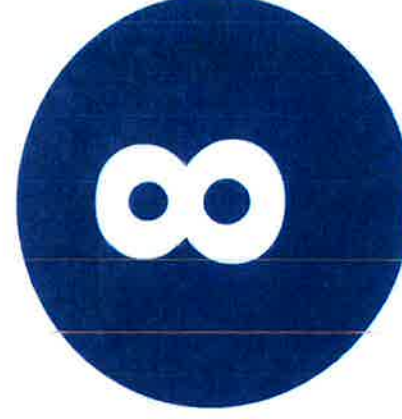
# 28 PROJECTS IN 24 MONTHS



Energy and  
Environment



Public Health and  
Safety



Government  
Efficiency



Economic Mobility  
and Education



# CURRENT PROJECTS

#	Project	Goal	Phase	Page
1	Reducing disposable bag use	Initial results showed reduction in disposable bag use; team is continually collecting data to determine long term effects of bag tax.	Testing and Analysis	6
2	Helping new parents make and keep free lead paint inspection appts	Randomized controlled trial (RCT): results in July 2017	Testing and Analysis	10
3	Improving youth safety (2017 projects)	Multiple RCTs planned for 2017, including Memorial Day and 4 <sup>th</sup> of July	Design and Testing**	N/A
4	Increasing payments from Dept of Finance collections notices	Working with Finance to measure the impact of a redesigned collections notice	Design and Testing**	14
5	Increasing payments from Law Dept collections notices	Working with Finance to measure the impact of a redesigned collections notice	Design and Testing**	18
6	Increasing on-time parking ticket payments (2017 version)	RCT: building off 2016 versions, want to get bigger impact to help save Chicagoans from paying fines or being sent to collections	Design and Testing**	N/A

\*\* Projects in the design and testing phase are not finalized yet, so they will not have a detailed separate section.

# TO REDUCE DISPOSABLE BAG USE...

DEFINE

Despite thin plastic bag ban, low reusable bag use in Chicago

DIAGNOSE

Thin bag ban didn't change mindset when cost of bags were free

DESIGN

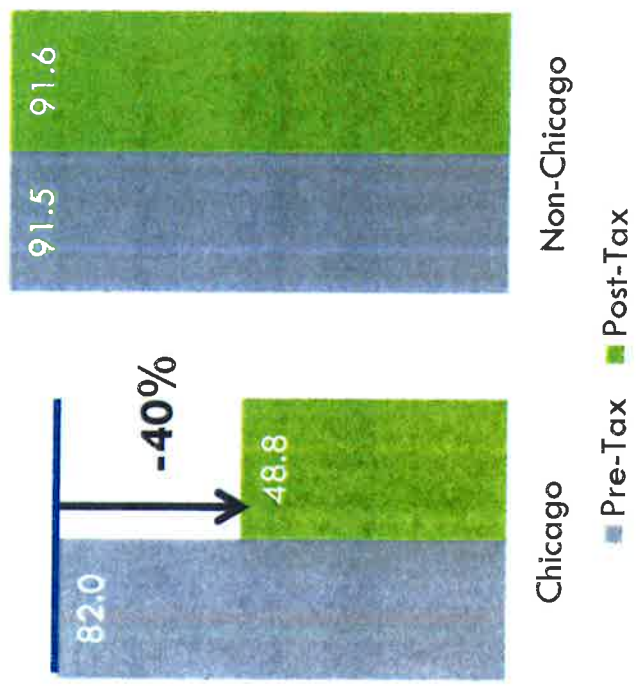
Implement a 7-cent tax for each disposable paper or plastic bag

TEST

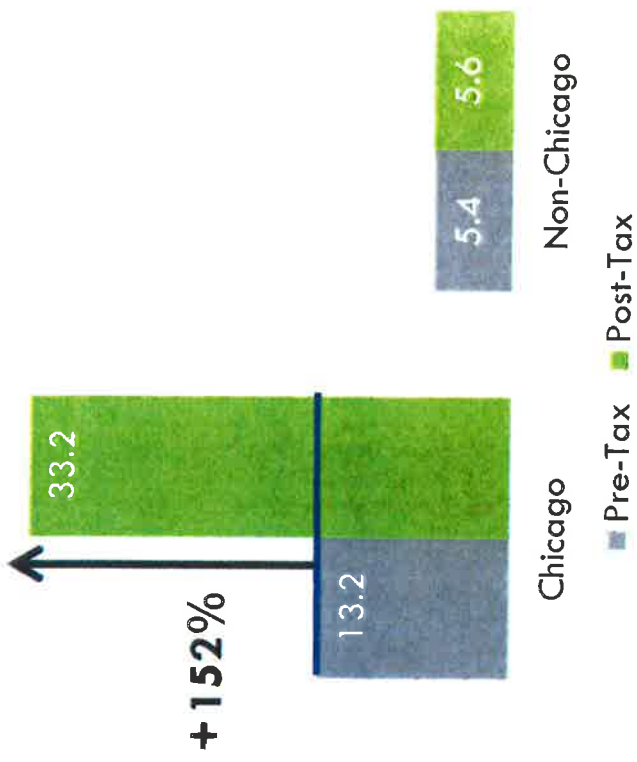
Difference-in-differences with stores in and outside of Chicago

# ...AND SEE BIG BEHAVIOR CHANGE.

Percent using **disposable** bags



Percent using **reusable** bags



40% reduction in disposable bag use, and a 152% increase in reusable bag use.

# TO INCREASE LEAD PAINT INSPECTION APPOINTMENTS...

## DEFINE

Parents may not make a lead paint inspection appointment

## DIAGNOSE

New parents may need additional reminders to schedule the appointments and plan-making prompts can help

## DESIGN

Send plan-making prompt letters to parents reminding them to make an appointment

## TEST

Randomized controlled trial (RCT) of +5,000 households, half getting a reminder letter, half not

## TESTING ONGOING

- Working with Public Health (CDPH), Metropolitan Tenants Organization and Imagine Englewood If..., the randomized controlled trial launched in April 2017.
- Data collection is currently ongoing.
- Once the data is cleaned and de-identified, ideas42 will work with CDPH to analyze the data.
- Results are expected in July 2017.
- Potential for additional projects with CDPH to combat lead paint.

# TO INCREASE PAYMENT FROM DEPT. OF FINANCE COLLECTIONS NOTICES...

DEFINE

Citations are not paid before they go to Law Dept for collections

DIAGNOSE

Giving too much information at once can be overwhelming; people may not know what to do about the notice

DESIGN

Make action steps salient and trigger loss aversion

TEST

Testing expected fall 2017



## TESTING EXPECTED LATER IN 2017

- Conducting a before and after test with this letter.
- Evaluating payment rates prior to this change versus after the change was implemented.
- Results expected fall 2017.



# TO INCREASE PAYMENT FROM LAW DEPARTMENT COLLECTIONS NOTICES...

## DEFINE

Citations are not paid at Law Dept before heading to collections

## DIAGNOSE

Giving too much information at once can be overwhelming; people may not know what to do about the notice

## DESIGN

Make action steps salient and trigger loss aversion

## TEST

Testing expected summer 2017

## TESTING EXPECTED LATER IN 2017

- Currently scoping a potential randomized controlled trial (RCT) test later in 2017.
- If RCT, then one group would receive the treatment letter while another would receive the control letter.
- Results expected fall 2017.

# UPCOMING PROJECTS IN 2017 AND 2018\*

#	Project*	Goal	Phase	Page
1	Reducing commuter congestion	Reducing congestion during unplanned (accident) and expected (daily commuting) events	Diagnose and Design	N/A
2	Increasing compliance with the City's Use Tax	Working with Finance to measure the impact of a redesigned Use Tax registration, compliance, and payment process	Design	24
3	Increasing on-time utility bill payments	Increase on-time payments for the City's water and garbage bills	Define and Diagnose	N/A
4	Increasing renewal rates for Vehicle Stickers	Increase renewal rates for the City's Vehicle Stickers	Define and Diagnose	N/A

\* These projects are not finalized. Projects subject to change.

# TO INCREASE USE TAX COMPLIANCE...

## DEFINE

Contractors fail to pay the use tax owed to Chicago

## DIAGNOSE

Use tax registration is a separate process from pulling permits and requires additional action

## DESIGN

Auto-enroll contractors into use tax registration upon permit pulling and send notification of auto-enrollment to contractors

## TEST

Developing a before and after analysis, and potentially an RCT on a second part

## TESTING EXPECTED LATER IN 2017

- Currently developing the project with Department of Finance, and a potential before and after evaluation combined with a randomized controlled trial test starting in fall 2017.
- Results expected spring 2018.

# ENERGY AND ENVIRONMENT PORTFOLIO

#	Year	Name	Type and Result	Page
1	2015	Increasing energy benchmarking compliance	RCT: <b>6.2% increase in compliance at building level; no effect at mgmt. team level; city used behavioral letter for compliance in 2016</b>	30
2	2016	Increasing energy benchmarking compliance pre-deadline	RCT: No effect at management team level (small sample size)	30
3	2016	Increasing energy benchmarking compliance post-deadline	RCT: <b>No effect at management team level (small sample size)</b>	30
4	2015	Increasing energy efficient investments in large buildings	Design: design used in 2016 emails	34
5	'16 - '17	Increasing energy efficiency investments	RCT: <b>Results expected later in 2017</b>	34
6	2016	ACEEE peer-reviewed paper presented at national conference	White paper: In collaboration with IMT, C40, and Seventhwave, paper was submitted and presented at the ACEEE annual conference in August 2016.	N/A
7	'16 - '17	Reducing contamination in the recycling stream	RCT: <b>Small reduction in recycling stream contamination, but not significant.</b>	38

\*RCT = randomized controlled trial; participants are randomly selected to receive one version or another version.



## TO INCREASE ENERGY BENCHMARKING COMPLIANCE ...

**DEFINE** Large commercial buildings must submit their energy use to the City per the Energy Benchmarking Ordinance

**DIAGNOSE** As the process is complicated and building managers and consultants are busy, this becomes a low priority

**DESIGN** Send letters emphasizing action steps, encouraging plan-making, and using social pressure (three separate tests)

**TEST** RCT with up to 2,400 large commercial buildings, with about 500 distinct groups of owners and buildings



# ...HOWEVER, RESULTS WERE UNDERPOWERED

## Takeaways

Pre-Pilot Test, June 2015: Initial results of building compliance had 6.2% increase in benchmarking compliance rates

Pre-Deadline Compliance, June 2016: no significance difference

Post-Deadline Compliance, August 2016: increased compliance by 4.5%

\* Although the increases were not statistically significant, they were significant enough for the city to change their outreach letters to the new versions.

# TO INCREASE ENERGY EFFICIENT INVESTMENTS...



Large commercial buildings may be using far more energy than peer buildings



Knowing how much energy similar buildings use can encourage lower energy usage



Provide social norm information on energy usage of similar buildings, as well as clear action steps for lowering energy usage



2015: Design-only

2016: RCT, results expected fall 2017

# ...AND INTERVIEW STAKEHOLDERS, THEN TEST DESIGNS

Clear preference for "alternative" version

Takeaways

Prefer "A" version

Prefer "B" version (alternative)

The image shows two side-by-side screenshots of a 'Chicago Energy Performance Profile' interface. Above the screenshots is a horizontal line with a red dot on the left and a green dot on the right, with a legend below it: a red dot for 'Low performer', an orange dot for 'Medium performer', and a green dot for 'High performer'. Below the screenshots is a legend for 'did not address in interview' with a blue arrow pointing left and a red arrow pointing right.

**Version A (Left):** Features a green dot above it. The interface includes a bar chart titled 'Your Energy Star Score is Lower Than Bluestar Buildings Your Size' and a section 'TAKE ENERGY-SAVING STEPS TODAY' with three sub-sections: 'SHARE THESE RESULTS', 'LEARN ABOUT ENERGY INCENTIVES', and 'CONDUCT AN ENERGY AUDIT'.

**Version B (Right):** Features a red dot above it. The interface includes a section 'YOUR BUILDING'S PERFORMANCE' with a 'XX% Potential Energy Savings' badge, and 'INITIAL STEPS TO ACHIEVE SAVINGS' with three numbered steps: 1. 'Check the utility bills to verify your meter', 2. 'Find the building's energy performance', and 3. 'Work with a building energy manager and an up-to-date energy audit to identify energy-saving options to meet your needs'.

2015: both versions designed by ideas42, but clear preference for version B

2016: used version B as basis for new RCT to encourage energy efficiency investments

## TO REDUCE RECYCLING CONTAMINATION...

### DEFINE

Through Apr 30, 2016, almost 90,000 carts were flagged for contaminated materials from about 62,000 unique households

### DIAGNOSE

People have old habit of putting recyclables into plastic bags in their homes, based on previous blue bag policy

### DESIGN

Provide reusable recycling bags and frame recycling information in terms of what items are not recyclable

### TEST

RCT with 10,000 single-family residential households

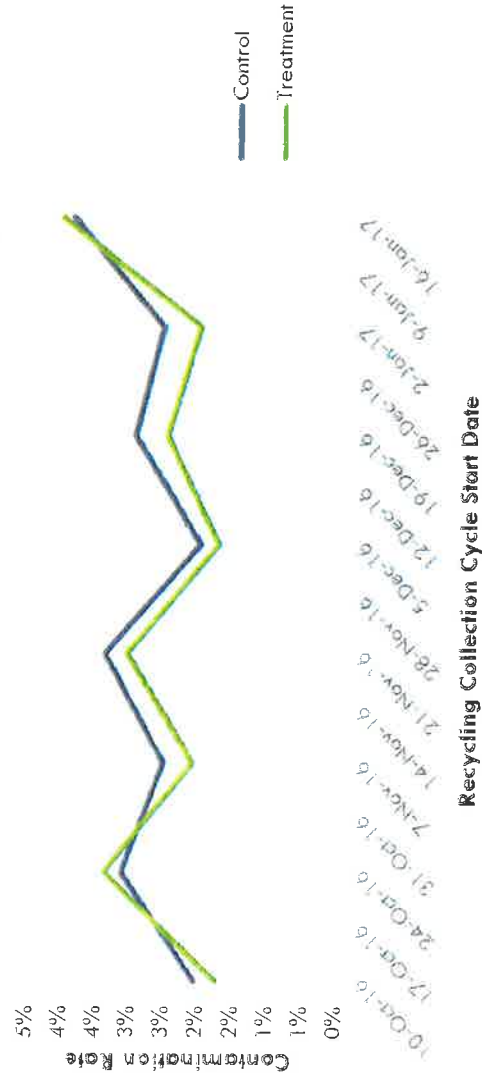
# LOW BASELINE CONTAMINATION LED TO NULL EFFECTS

## Takeaways

The treatment combination led to a **3.85% decrease in contamination** in the first two months.

Tracking will continue throughout 2017.

Contamination per Recycling Collection Cycle



# IMPROVING YOUTH SAFETY OVER THE SUMMER

## PUBLIC HEALTH AND SAFETY





# ...WE SENT THEM TEXT MESSAGES...

No person is an island. People depend on you. This weekend, think about how your actions affect your day 1's. Think about your choices. Txt STOP to OptOut

Slow down and think

If you recognize trouble this weekend, make a plan to walk away. #celebratesafely Txt STOP to OptOut

Plan-making for self

Plan-making for others

If you see a friend in trouble this weekend, make sure your friend walks away. #celebratesafely Txt STOP to OptOut

## Behavioral safety

## Standard message

Happy 4th! Becoming active in your community doesn't make you lame, it makes a difference. #ChicagoProud Txt STOP to OptOut



# ALSO SENT TEXT MESSAGES ABOUT KEY CHICAGO INITIATIVES

Think you got game? Bring it to Windy City Hoops at 11 spots this Fri & Sat, 5PM-10PM: [bit.ly/windycityhoops](http://bit.ly/windycityhoops). Txt STOP to OptOut

**449**

click thrus

Summer's almost over, what's next? City College's STAR scholarship offers free tuition for CPS grads. Apply by Aug 22: [bit.ly/CCC-star](http://bit.ly/CCC-star) Txt STOP to OptOut

**929**

click thrus

# TO HELP RECRUITS ATTEND THE P.O.W.E.R. TEST...

## DEFINE

A large portion of CPD recruits do not attend their P.O.W.E.R. test, which is required to become a CPD officer

## DIAGNOSE

Exam checkpoints are often separated by several months, during which time recruits may lose interest or not train for the exams

## DESIGN

Send timely, behavioral emails and text messages

## TEST

2016: Design only

2017: Potential RCT

# ...BEHAVIORALLY INFORMED TEXT MESSAGES.

How are you getting to the POWER test on Oct 1 at 0930am? Take a test-run this weekend: know your L/bus/driving route to 1300 W Jackson, [60607](#)

Think ahead about planning logistics so you have a plan of action on test day



Take a practice test today or tomorrow: [bit.ly/POWERevents](#) Where do you need to focus? Put in the extra effort this week in those areas.

Be strategic about efforts



Alarm? Check. Transportation? Check. Pen, pencils, ID, and gym lock? Check. See you on Oct 1 at 0930am: 1300 W Jackson, [60607](#)

One last checklist of items the night before the exam.



118  
Link clicks

# GOVERNMENT EFFICIENCY PORTFOLIO

#	Year	Name	Type and Result	Page
1	2015	Increasing Admin Hearing citation payments from 1 <sup>st</sup> notice	RCT: 2.3% increase on payment rates; \$1.68 more revenue per notice sent	54
2	2015	Increasing Admin Hearing citation payments from 2 <sup>nd</sup> notice for Police issued citations	RCT: 27% increase in payment rates; \$3.16 more revenue per notice sent	54
3	'15 - '16	Increasing on-time business license renewals	RCT: 4.2% reduction in average time to renew	59
4	2016	Increasing on-time parking ticket payments	RCT: 31% increase in on-time parking payments; if annualized, would save residents over \$800,000 in additional fees	63

\*RCT = randomized controlled trial; participants are randomly selected to receive one version or another version.

# TO INCREASE ON-TIME CITATION PAYMENT...

## DEFINE

Low payment rates for administrative hearing citations (19.5%)

## DIAGNOSE

Amount due and process for payment may not be clear

## DESIGN

Clarify payment amount and options; add a second notice for police-issued citations

## TEST

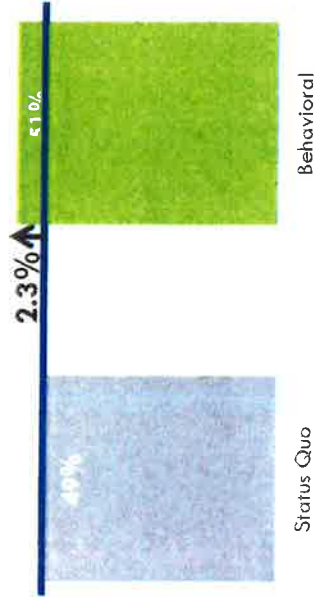
Two RCT tests with 40,000 citation recipients and 30,000 CPD-issued citation recipients



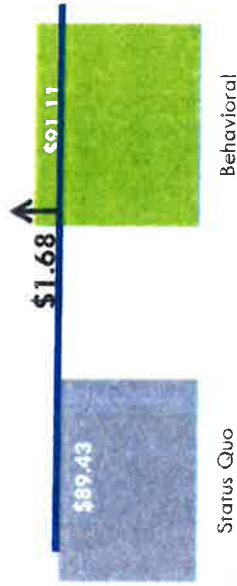
# ...TO INCREASE PAYMENT RATES AND AMOUNTS

Just by revamping the first notice issued by all departments.

## Complete Payment within 5 weeks



## Average Payment within 5 weeks



\* These results were not statistically significant due to low sample size.

## Takeaways

With no additional cost, making small edits to a form can increase payment rates and the average payment per letter sent by \$1.68, a greater than 3:1 return on investment.

**This could\* yield an additional \$200,000 for the city.**

# INCREASING ON-TIME BUSINESS LICENSE RENEWALS

## GOVERNMENT EFFICIENCY



# ...EMPHASIZE IMMEDIATE ACTION...

Behavioral notice

Original Notice



## OFFICIAL NOTIFICATION

Example Corp.  
123 Main St.  
Chicago, IL 60601

**YOUR NAME: Example Corporation**

Your City of Chicago Business License(s) is/are due to expire on: **January 15, 2015**

The new license renewal process has made business renewing simpler, clearer and more transparent. As a result, you will receive a shorter URL to access the renewal system. Please refer to the instructions below for more information. Thank you for your business and for your support of Chicago's economic growth.

If you have any questions, please call us at 312-321-1111 (312-1111) or visit [www.cityofchicago.org/licenses](http://www.cityofchicago.org/licenses).

**3 Easy Steps to Renewal:**

- 1 Access the City of Chicago Online Business License Renewal System at [www.cityofchicago.org/licenses](http://www.cityofchicago.org/licenses).
- 2 Enter your license ID, license type and business name.
- 3 Pay your license fee online.

**Important things to consider when renewing your Business License:**

- If you have any outstanding City charges, you may not renew your business license online. However, the renewal process will not be started for you until all such items are returned. Please do not miss this chance to pay on line and incur less fees, and help to support the economic growth.
- If you have changed your business legal entity or address, then you are required to report the changes to us. Do NOT renew your business license. Please contact us to process your change(s).
- If you have changed your business address, then you are required to report the change(s) to us. Do NOT renew your business license. Please contact us for additional information.

Do not continue to create new license - only renew your existing license. Please call us at 312-321-1111 (312-1111).



## OFFICIAL NOTIFICATION

De-emphasized due date for letter, since 60 days in future. Encouraged renewal now.

Shorten URL

**YOUR NAME: Example Corporation**

Your City of Chicago Business License(s) is/are about to expire. Renew ONLINE today!

**Renew today in 3 Easy Steps:**

- 1 LOGIN TO THE RENEWAL SYSTEM  
Go to: [www.cityofchicago.org/licenses](http://www.cityofchicago.org/licenses) Enter Account ID & PIN
- 2 RENEW YOUR LICENSE(S)  
Reference Options: Quick for no changes, Standard for name/address/fee changes, Renewal for license type changes
- 3 CHECKOUT AND YOU'RE DONE!  
Pay fees by credit card/electronic check/online capabilities/ come by mail within 10 days

**Important information about renewing your Business License:**

- If you have any outstanding City charges, you may not renew your business license online. However, the renewal process will not be started for you until all such items are returned. Please do not miss this chance to pay on line and incur less fees, and help to support the economic growth.
- If you have changed your business legal entity or address, then you are required to report the changes to us. Do NOT renew your business license. Please contact us to process your change(s).
- If you have changed your business address, then you are required to report the change(s) to us. Do NOT renew your business license. Please contact us for additional information.

Do not continue to create new license - only renew your existing license. Please call us at 312-321-1111 (312-1111).





# INCREASING ON-TIME PARKING TICKET PAYMENTS

## GOVERNMENT EFFICIENCY

# ...USE TIMELY REMINDERS AND LOSS AVERSION...



THE CITY OF CHICAGO REMINDS YOU TO  
PAY YOUR PARKING TICKET

Our records show that you have an unpaid parking ticket.

**If you do not pay the ticket before [Date], you will be assessed a penalty.**

**Please pay your ticket today.**

Visit: [parkingtickets.cityofchicago.org](http://parkingtickets.cityofchicago.org) | Call: 312-744-PARK (7275); Mon - Fri, 7a - 7p

See the back for more details.

**Pay your ticket today**

**Pay online:** [parkingtickets.cityofchicago.org](http://parkingtickets.cityofchicago.org)

- 1 parkingtickets.cityofchicago.org
- 2 Log-in with your Driver's License or License Plate number.
- 3 Pay the ticket.

**Pay in-person:**

- 121 N LaSalle (City Hall)
- 400 W Superior St
- 3550 W Addison St
- 4770 S Kedzie Ave
- 2006 E 95<sup>th</sup> St
- EZ Pay Stations (see above website for locations)

**Pay by mail:**

Chicago Department of Finance  
PO Box 88288  
Chicago, IL 60680-1288

You can also pay in-person or by mail

NAME1 NAME 2  
ADDRESS 1  
ADDRESS 2  
CITY, STATE ZIP

Clear action steps

Front

Back

# ECONOMIC MOBILITY AND EDUCATION

#	Year	Name	Type and Result	Page
1	2015	Increasing social service continuation for low-income households	Design: redesigned form to help families follow through on benefit program referrals; designs were rolled out to service centers citywide	68
2	2015	Helping parents learn about early childhood education programs	Design: redesigned notices to make the marketing materials more behaviorally informed; used citywide in 2015 and 2016	72
3	2016	Helping parents register for early childhood programs	Design: redesigned a letter for waitlisted, and accepted parents so they better know what their actions steps are to register; used citywide in 2016 and 2017	72
4	2016	Increasing access to Chicago's free tax preparation sites in March	RCT: No statistically significant effect; overall low take-up rate on tax prep services in March	78
5	'16 -- '17	Helping high school grads make the transition to college	RCT: sending text messages and emails to CPS grads; results expected later in 2017	82

\*RCT = randomized controlled trial; participants are randomly selected to receive one version or another version.



# TO INCREASE SOCIAL SERVICE CONTINUATION...



Family Services clients have difficulty following through on benefit referrals to providers



Following through on plans are difficult, especially if the person does not feel ownership over their plan



Redesign the Action Plan to empower the person, let them develop their personal reasons to follow through on the action



Design-only project; these designs were scaled to all of DFSS Service Centers

# ...AND MAKE ACTION STEPS MORE CONCRETE

Original - Back

DEPARTMENT OF FAMILY AND SUPPORT SERVICES  
 Evelyn Blair, Coordinator  
 4314 S. Cottage Grove  
 Chicago, IL 60653  
 312-742-3399  
 312-742-8288 (TDD)



City of Chicago  
 Brian Brannan, Mayor



DEPARTMENT OF FAMILY AND SUPPORT SERVICES  
 King Community Service Center  
 4314 S. Cottage Grove  
 Chicago, IL 60653  
 312-742-3399

Behavioral -- Back

## My Action Plan

NAME: \_\_\_\_\_  
 CSC Staff Member: \_\_\_\_\_  
 Today's Date: / /

Let's talk about how to address your needs. We'll also make follow-up appointments.

Ownership of the plan

PRIORITY AREAS	REFERRALS
CSC Staff:	Agency:
<b>HOUSING</b>	Contact Name:
<input type="checkbox"/> Rental Assistance	REFERRED SERVICE:
<input type="checkbox"/> Shelter Placement	ADDRESS:
<input type="checkbox"/> Food	Phone Number:
<input type="checkbox"/> Family Support	Appointment Date:
<input type="checkbox"/> Agency Referral	PHONE:
<b>EMPLOYMENT / CAREER SKILLS</b>	Notes:
<input type="checkbox"/> Workshop	Agency:
<input type="checkbox"/> Agency Referral	Contact Name:
<b>FINANCIAL WELL-BEING</b>	REFERRED SERVICE:
<input type="checkbox"/> Personal Finance, Literacy	ADDRESS:
<input type="checkbox"/> Benefits Sign-up	Phone Number:
<input type="checkbox"/> Agency Referral	Appointment Date:
<b>MENTAL HEALTH</b>	Notes:
<input type="checkbox"/> Agency Referral	Agency:
<b>EDUCATION</b>	Contact Name:
<input type="checkbox"/> GED Course	REFERRED SERVICE:
<input type="checkbox"/> Computer Literacy Workshop	ADDRESS:
<b>PARENTING SKILLS</b>	Phone Number:
<input type="checkbox"/> Parent Support Group	Appointment Date:
<input type="checkbox"/> Agency Referral	Notes:
<b>OTHER</b>	Agency:
<input type="checkbox"/> Case Manager	Contact Name:
<input type="checkbox"/> Agency Referral	REFERRED SERVICE:
	ADDRESS:
	Phone Number:
	Appointment Date:
	Notes:

4/2017 1/2017/4/17

Where I could use support	Appointment # 1	Appointment # 2
<b>Housing</b>	My Contact	My Contact
<input type="checkbox"/> Rental Assistance	When we will meet	When we will meet
<input type="checkbox"/> Shelter Placement	Goal of meeting	Goal of meeting
<b>Food</b>		
<input type="checkbox"/> Family Support		
<input type="checkbox"/> Agency Referral		
<b>Career</b>		
<input type="checkbox"/> Workshop		
<input type="checkbox"/> Agency Referral		
<b>Financial</b>		
<input type="checkbox"/> Personal Finance		
<input type="checkbox"/> Benefits Sign-up		
<input type="checkbox"/> Agency Referral		
<b>Mental Health</b>		
<input type="checkbox"/> Agency Referral		
<b>Education</b>		
<input type="checkbox"/> GED Course		
<input type="checkbox"/> Computer Literacy		
<b>Parenting</b>		
<input type="checkbox"/> Parent Support Group		
<input type="checkbox"/> Agency Referral		
<b>Other</b>		
<input type="checkbox"/> Case Manager		
<input type="checkbox"/> Agency Referral		

Concretizing action steps

Set a goal for each meeting

# TO HELP PARENTS LEARN ABOUT EARLY CHILDHOOD EDUCATION PROGRAMS...

**DEFINE**

Parents of children who could benefit from early childhood education programs may not enroll their children

**DIAGNOSE**

Enrollment is a complex process with many steps and opportunities for parents to drop-off during the process

**DESIGN**

Design outreach to emphasize clear call to action

**TEST**

Design-only project; scaled throughout the city and used again in 2016



# HELPING PARENTS REGISTER FOR EARLY CHILDHOOD EDUCATION PROGRAMS

## ECONOMIC MOBILITY AND EDUCATION

# ...EMPHASIZE NEXT STEPS

## Original Notice

## Behavioral notice: Waitlist

## Behavioral notice: Accepted

City of Chicago  
 Department of Family Development  
 Date: [Redacted]  
 Child's name: [Redacted]  
 Applicant ID: [Redacted]

Thank you for applying for the Early Head Start Program. Through the review of the application, we have determined that you are on the waitlist for the program.

**Program details:**  
 Program name: [Redacted]  
 Program number: [Redacted]  
 Program address: [Redacted]  
 Program phone: [Redacted]

**Next steps:**  
 We will contact you when a space opens up for your child. We will contact you by phone, email, or text message. Please call 312.229.1600 or visit us at [www.familydevelopment.org](http://www.familydevelopment.org) for more information.

**Additional information:**  
 If you have any questions, please call 312.229.1600 or visit us at [www.familydevelopment.org](http://www.familydevelopment.org).

Split complicated if/then construct into two separate mailings

More empathetic and personal

City of Chicago  
 Department of Family Development  
 Date: [Redacted]  
 Child's name: [Redacted]  
 Applicant ID: [Redacted]

Thank you for applying for the Early Head Start Program. We are working hard to get significant funding for the year. It should be placed in the budget soon. We will receive an administrative notification.

**Next steps:**  
 We will contact you when a space opens up for your child. We will contact you by phone, email, or text message. Please call 312.229.1600 or visit us at [www.familydevelopment.org](http://www.familydevelopment.org) for more information.

"your local": More personalized

Checklist of next steps

City of Chicago  
 Department of Family Development  
 Date: [Redacted]  
 Child's name: [Redacted]  
 Applicant ID: [Redacted]

Thank you for applying for the Early Head Start Program. We are working hard to get significant funding for the year. It should be placed in the budget soon. We will receive an administrative notification.

**Next steps:**  
 We will contact you when a space opens up for your child. We will contact you by phone, email, or text message. Please call 312.229.1600 or visit us at [www.familydevelopment.org](http://www.familydevelopment.org) for more information.

**Checklist of next steps:**  
 - [ ] Call the office to schedule a meeting.  
 - [ ] Bring a copy of the application to the meeting.  
 - [ ] Bring a copy of the child's birth certificate to the meeting.  
 - [ ] Bring a copy of the child's immunization records to the meeting.  
 - [ ] Bring a copy of the child's school records to the meeting.

# TO ENCOURAGE USE OF FREE TAX PREP...

## DEFINE

About 20% of low-income Illinois taxpayers fail to claim the Earned Income Tax Credit (EITC) on their taxes each year

## DIAGNOSE

Tax prep sites have low turnout in March; using loss aversion, reframing costs, and plan-making may increase client turnout

## DESIGN

Send postcards reframing the cost of going to a paid tax preparer and encouraging plan-making

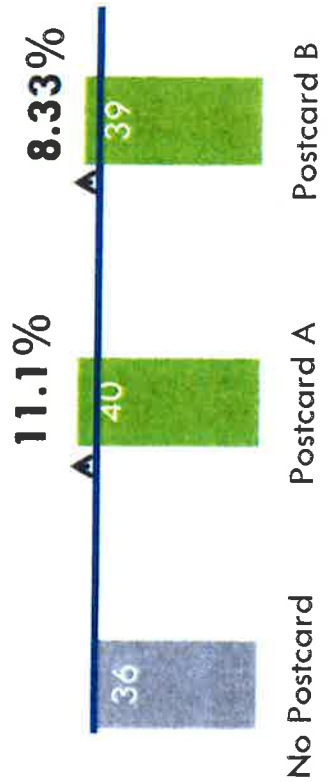
## TEST

RCT of 66,000 low-income households near six VITA sites

# COMMUNICATIONS MUST BE TIMELY IN ORDER TO BE EFFECTIVE

## Takeaways

Number of Households Visiting VITA sites



Tax sites saw small increases with the postcards.

Tax sites should not try to increase March tax prep take-up with postcards because they were not cost effective.

# TO HELP HIGH SCHOOL GRADS TRANSITION TO COLLEGE...



At least 1 in 5 of Chicago Public Schools' (CPS) college accepted high school graduates fail to show up to college in the fall



Relatively small, infrequent, and complicated tasks prior to enrollment may be barriers to enrollment in the fall



Send low-cost text messages paired with access to a summer counselor



RCT of 6,000 college-intending graduating CPS seniors

## **RESULTS EXPECTED IN FALL 2017**

- Working with CPS to obtain and analyze the data from the National Student Clearinghouse.
- Results are expected in fall 2017.

