



OFFICE OF THE CITY CLERK
ANNA M. VALENCIA

+



Non-Moving Violations: Advancing Equity among Low-income, Minority Chicago Residents

Fall 2019, Mark Jones
Service Systems Design

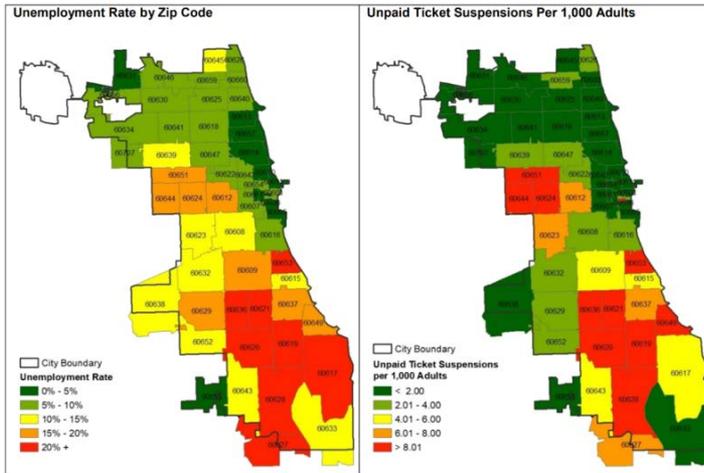
Tasked by the City Clerk's office, IIT Institute of Design's Service Systems Design Workshop worked to advance equity among low-income, minority Chicago residents in the area of non-moving violations.

1. Project Brief

2. Research Highlights

A tenacious spiral for low-income, minority residents

Figure 19: Unemployment and Unpaid Ticket Suspensions



No good options for low-income people

Loss of car worsens financial situation

Residents want a way that considers
the long-term implications and socio-
economic circumstances

*"If I couldn't afford it initially,
how can I afford it if it doubles?"*

*"I lost my car and I lost my job.
Now my family can't eat over parking ticket."*

"I am 64 and I'm still on my payment plan of \$1300."

*"Our families are in debt because we just don't have
the means to pay basic living expenses –
rent, utilities, groceries, and transportation."*

Being "in the know" relies too heavily on word-of-mouth channels

What a resident needs to know—and when and how a resident needs to be notified—has not been thought through

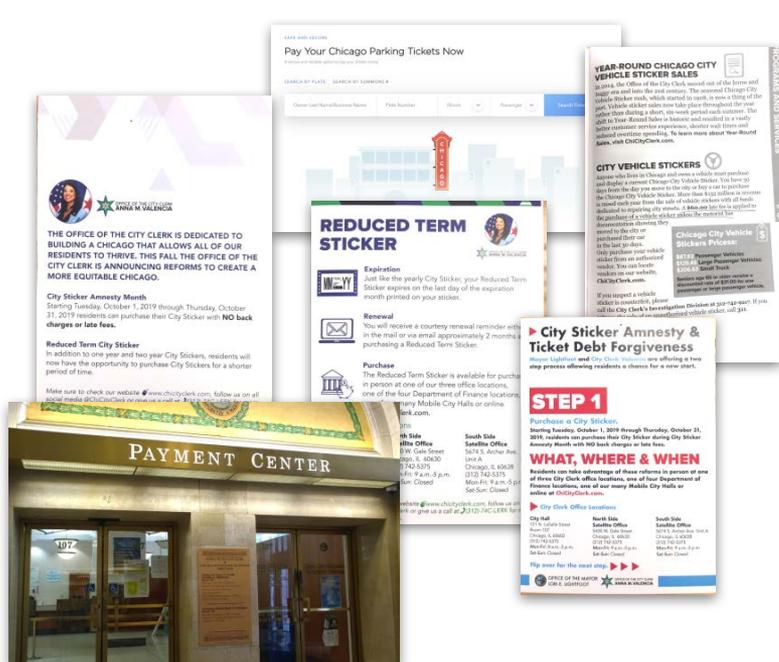
Unofficial channels and resources are in demand due to lack of formal support

“If you're new to Chicago, no one tells you about city parking rules. I only knew about the city parking sticker because roommate's dad had randomly mentioned it.”

“There's a lot of places where you could get free parking. You just got to use your resources. You can talk to some people that have lived there.”

“The web is the only way for people to get info about new parking policies, if no web, no other way.”

Difficulties in navigating the system



Small confusions lead to larger problems

"I got three tickets this year. Once because I paid the wrong meter."

"Do I have to keep track of every event in Soldier Field (to know) when I can park there? The signage is not clear at all."

"The system is not easy to use. Not everyone has a debit card or credit card, it should be easier to pay by cash."

Unclear and uneven communication make residents distrust the system



Unclear and uneven communication leads to bad experiences that feel unfair

These experiences accumulate and make people frustrated and lose trust in their city

"The city is a bunch of fraud; they don't tell you (of your ticket increase) until it doubles."

"It's all about the money. No other city is like this. Chicago is all about the money. You can get a ticket for anything."

"The Aldermen don't do anything, I don't know why."

3. Opportunity Spaces



Avoiding Spiral of Debt

Many residents lose track of their outstanding tickets and the associated doubling and tripling dates. Their car ends up being booted and towed, which in turn takes away their ability to work and get out of the debt spiral.

How might we empower residents to make better informed payment decisions, keeping them from debt spiral?



Contesting Tickets

Many residents do not contest their cases or wait too long because they see it as a time sink; a long, drawn-out process with maybe no return. By not contesting, they subject themselves to more debt and aren't heard.

How might we encourage residents to take action and build a stronger case in order to avoid incremental debt?



Improving City Relations

Improve the relationship between city government and its citizens by changing the perception that the city does not care.

How might we begin to improve perceptions of the Chicago City Government?



Preventing Tickets

Many tickets are due to forgetting or not knowing the rules. Citizens need more informative channels to help them prevent silly mistakes that result in ticketing.

How might we prevent residents from making silly mistakes and help people know the rules better?



Empowering New Drivers

When car owners first move in to the city, they feel clueless. Many are unaware of Chicago's rules and regulations.

How might we cut down on confusion for newcomers, set people at ease by providing information up front, and empower new residents to spread this knowledge to their community?



Taking Initiative

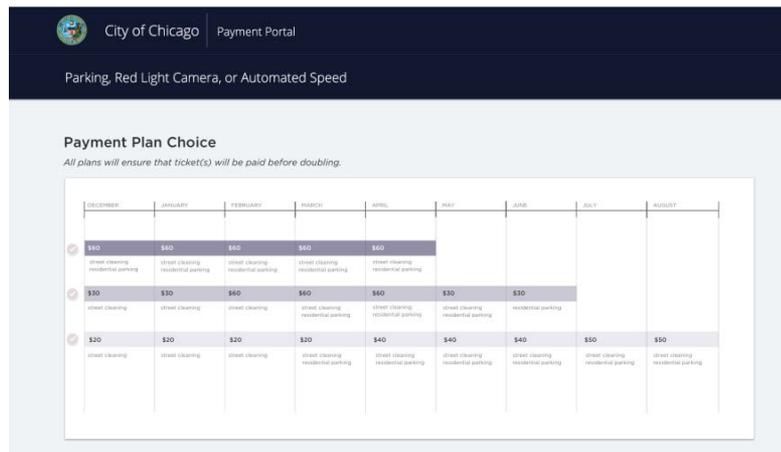
Residents with tickets cannot properly manage them and do not always know how to prevent a similar violation in the future. They consequently accumulate debt and feel desperate to solve the problem.

How might we help residents take initiative and avoid penalties and future infractions?

4. Concepts

Avoiding Spiral of Debt

Tailored Ticket Roadmap



Yueyue Yang
Shiya Xiao
Jessica Granger

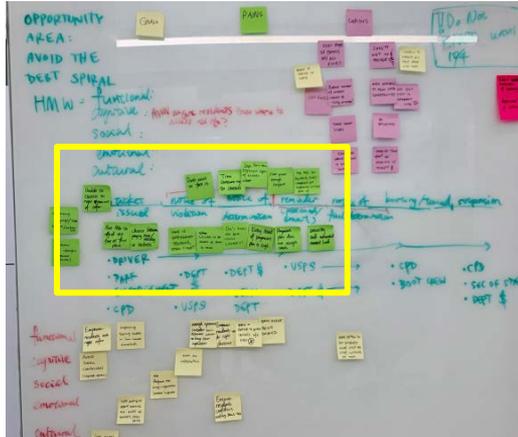
A personal roadmap that visualizes payment options and important payment plan dates for each unique ticket holder.

The purpose is to provide easily digestible information so the resident may be better informed and take the right steps forward.

How might we empower residents to make better informed payment decisions, keeping them from debt spiral?

Insight 1

The greatest benefit for the ticket holder is in taking action before the ticket doubles.



Insight 2

Navigating the ticketing system creates a heavy cognitive load on the resident and is one of the greatest barriers to paying.

“You have a car and 14 tickets and 8 are city sticker tickets...you know you owe thousands but you don’t know how much you owe, just that it’s a lot.”
— Chicago resident

Insight 3

Residents have difficulty managing and prioritizing monthly bills vs. unexpected tickets.

“Our families are in debt because we just don’t have the means to pay basic living expenses—rent, utilities, groceries and transportation.”
— Chicago resident

Experiment + Learnings

Assumption: Residents will use and trust the information from roadmap on city clerk website.

Step 1

Set up poster and iPad in Thompson Center near DMV for the public to interact with to gauge interest.

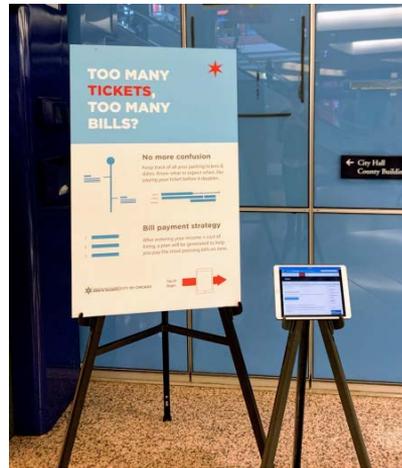
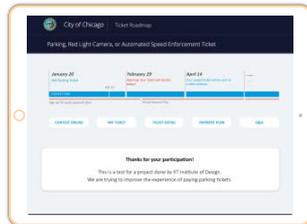
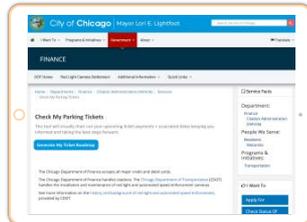
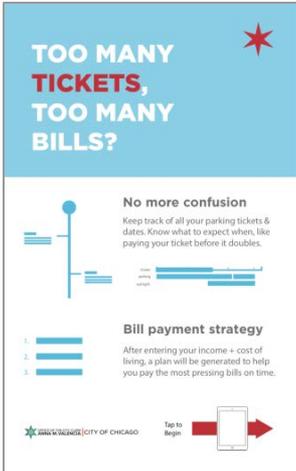
Step 2

Observed and did intercepts with participants for two hours to gauge interest in having a personal plan.

Key learning

34 people passed by + took a look
 4 people read the poster
 2 came up and interacted

“People will not be able to have an overall idea of what their monthly bills and expenses are.”
 – Marketing Professional



Roadmap

Help residents to navigate the payment process and release the mental burden.

Demo: https://youtu.be/DCt63jlA_J0

Payment strategy

Empower residents to make better decisions based on their financial situation and choosing the cadence of their payments.

“Say I earn \$300 a week, charge me \$20 rather than \$300, so I can still drive and make money to pay the ticket—less painful.”
—Chicago resident

Next Steps

Lite Version

Residents who do not have consistent computer access still receive a payment strategy through text messaging.

Ticket Behavior Report

Make resident aware of particular parking rules/regulations based on their ticketing patterns.

Different Ways to Pay Back

Explore with City Clerk alternative options, like community service hours, for those who are not able to pay their tickets.

Contesting Tickets

Mobile Lawyer



Divya
Goeun
Tanvi
Yuan

Mobile Lawyer is a digital service encouraging residents to contest by streamlining the process.

How might we encourage residents to take action and build a stronger case in order to avoid incremental debt?

“A lot of people don't contest, because it's much more expensive at times (time and money) than the ticket itself.”

Insight 1

The perception of contesting is that it is a **time sink** with potentially no return. But by not contesting, residents subject themselves to more debt and don't raise their cases.

Insight 2

Even though the process to contest is communicated on the ticket, many residents still want **clarification on what the steps** are and how to navigate the process.

Insight 3

Residents assume that if they do contest, that there is a “right” or more **effective way to contest** in their favor.

Design suggestions

Empower residents with a **fair** process to contest unjust parking tickets in a **consistent** and **transparent** manner.

Guidance

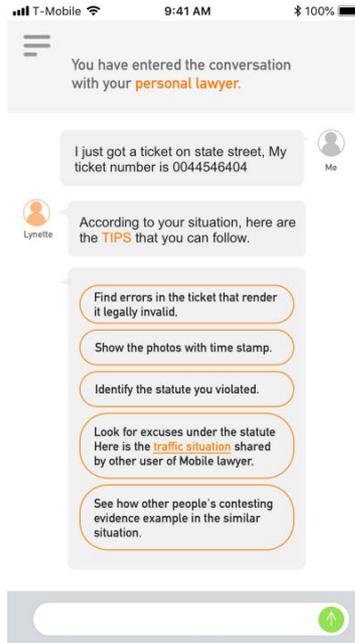


Contesting overview



- Need help build a stronger case?
- Best way to fight a ticket?
- How 70% people win the contest?

Customized tips



Track your progress



What we tested

OBJECTIVE FOR OUR PROTOTYPE

Created a mock parking ticket

Delivery of Information- Created a physical ticket that references Mobile Lawyer Service to see if putting information on parking ticket is an efficient way to engage users.



Planted 20 tickets

Time of action- Planted tickets on cars parked on the street to see if people will start engaging with Mobile Lawyer at the time of receiving a ticket.



Follow-up Survey

Features & Content- We sent a follow-up survey to gauge which feature of Mobile Lawyer would meet the needs of residents and build their confidence to contest.

Improve your Parking Ticket Contesting Experience with 'Mobile Lawyer'

Thank you for your time and participation!

We are graduate students from Illinois Institute of Technology, working on a project to improve the parking situation in Chicago.

'Mobile Lawyer' is a digital service that helps residents make the best decision for themselves on whether to contest a ticket, and how to be prepared if they do contest.

We have 4 questions we would like to have your feedback on. It will take 30 seconds to complete the survey. Your feedback will be invaluable in making a case for improving the parking situation in Chicago.

OK

What we learned from the test

Survey focused on potential engagement with the service

What we asked

- Gauging interest in specific features
- Likelihood of adopting city-approved guidelines
- How others' experiences can help

What we heard

- Explanation of contesting process and details of each step, compilation of Tips and Tricks from other residents
- Residents would like to use city-approved guidelines specifically to collect and organize evidence in preparation
- Majority of respondents want to hear from others on whether providing evidence affected outcome

Resident voices

“I think the city makes it intentionally difficult. It would be nice if your product helped me understand the likelihood of success and made it easier to submit.”

Considerations for the next step

Possible collaborations

What are the different departments that service might touch?

Who will take an ownership of the service?

Production logistics

Integrating Mobile Lawyer with existing system

Managing crowdsourced data of resident experiences

Software development team to manage application

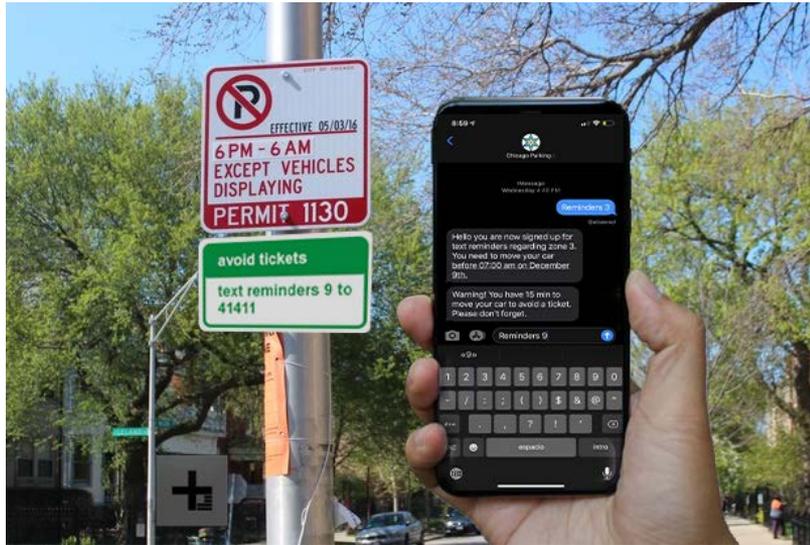
Information shared

Would the city of Chicago be willing to collect applications from an external source?

Can the city provide transparency on the status of applications submitted via mail?

Preventing Silly Mistakes

Text Reminders



Catalina Prada
Ryan Maus
Shuyi Liu

Our primary research indicates that many tickets are due to forgetting or not knowing the rules. A text reminder could prevent forgetfulness and help people better understand the rules.

Could we help people prevent silly mistakes?

“I got three tickets this year. Once because I forgot the time.”

Street Cleaning/Snow

Although it could be part of a routine, people easily forget. This year nearly 250 vehicles were towed on December 1st.



Signs can be deteriorated, not read or simply residents genuinely forget.

City Sticker Renewal

As it is only paid once a year (now possible every 4 months), if the city could remind residents they could avoid a major source of debt.

Other

- Moving the car to prevent “abandonment”
- Rush hour time limit
- New parking regulations
- Temporary regulations due to construction, etc.
- Improved public perception by helping citizens

Experiment



Hypothesis: parking reminders via text may be more attractive to people in areas without paid or permit parking.

How would the text reminder work?

Service highlights

Who is involved?



Features

- Citizens text the same number as bus arrivals
- Simplify location with number on sign
- Residents can be updated on new and temporary parking rules

Future Opportunity

With increasing GPS technology, text system could automatically identify the parking spot.



Next Steps

Operational

Gather CDOT, Dept of Streets and Sanitation, and CTA to discuss collaboration.

Identify other communication methods that could provide more privacy to residents.

Further investigation

Are citizens comfortable giving the City their mobile number?

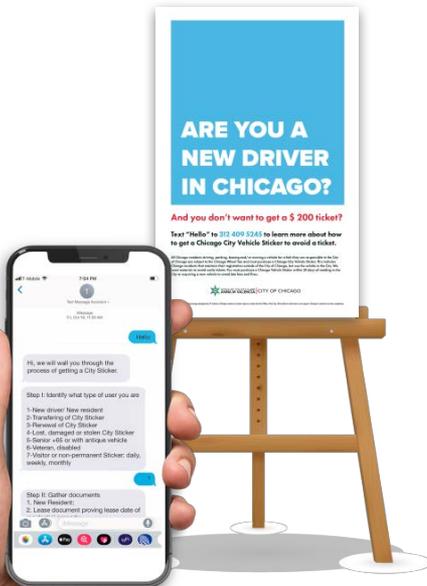
Will residents foresee the need for reminders when parking their car?

Will this solution be applicable for areas with paid or permit parking?



Empowering New Drivers in Chicago

City Sticker Purchasing Text Assistant



Cristina Tarriba
Julia Rochlin
Ananya Garg

A text message assistant enables new drivers in Chicago to become compliant with the City Sticker's rules and regulations through a simple step-by-step process.

How might we inform and enable new drivers in Chicago purchase the City Sticker and become compliant with Chicago's City Sticker rules and regulations?

"I got my license, tag, and title in Chicago and I never learned about the city sticker until I got a ticket for it."

"I didn't know how to get the city sticker, I looked online and there was no clear information or instructions about it. I had to go to the clerk's office and even then it wasn't even clear. The janitor ended up telling me where I had to go."

Insight 1:

New residents and new drivers in the City of Chicago are **unaware that they are required to purchase a City Sticker**. Lack of awareness among new drivers leads to tickets and frustrations.

Insight 2:

There are several **"early checkpoints"** where new drivers and new residents of the City of Chicago go through different processes to become drivers in Chicago (license, plates, etc). However, **there is no actionable and available information** regarding the City Sticker. **Lack of communication and information creates confusion** for new residents and new drivers in the City of Chicago.

Insight 3:

There is lack of clear, actionable steps, as well as lack of plain language involved in the process of purchasing a City Sticker. **The information on the website is confusing and disperse**, making it harder for residents and new drivers to buy the City Sticker.

Design principles

Enable action towards compliance through accurate and customized information for different types of drivers (new residents, vehicle transfers, renewals, seniors, veterans, visitors, etc.)

Be proactive in delivering information

New drivers are only finding out about City Stickers after getting tickets.

There's a clear **opportunity to let them know in advance** and make interventions where they're most likely to be found.

Instead of being "reactive" in their compliance, be "proactive" **so they don't get a ticket in the first place.**

Break down information for different user groups

People clearly find it hard to associate themselves with one kind of a user group. Help them **identify themselves** as one from the different categories so they can find out about **requirements that are only relevant to them.** Giving them information about everyone is redundant and overwhelming to consume.

Be more interactive

The information currently available online is **hard to interact with.** People find it much easier to talk to people than review documents. Information can be made more **conversational and hence more accessible** for people from different sections of society. Also, make sure it's available in at **least 5 main languages.**

What we tested

OBJECTIVES OF OUR PROTOTYPE

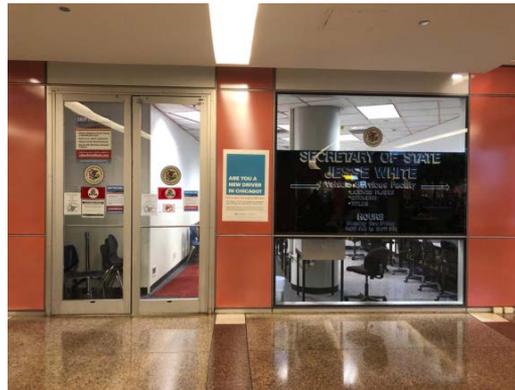
Designed a poster

Delivery of information - We designed a poster to test if people would read the information about getting a City Sticker and engage with the 'call to action' prompt.



Installed poster in context

Time to action - We installed the designed poster with the Secretary of State to see if people would engage with the piece and take action. We also wanted to know if this place is a 'hot spot,' i.e., if new drivers in Chicago are a frequent audience in this specific facility.



Prototyped texting interaction

Features & content - We developed a customized step-by-step texting interaction between 'city representatives' and residents to see how might users interact with the text assistant and enable them to buy the right City Sticker.



What we learned from the test

Testing potential engagement with the service and texting interactions

Competing information at touch points

At the Secretary of State (DMV) there is a lot of **competing information (posters, stickers, painted walls)**, making it hard to communicate information regarding the City Sticker with a poster. We also learned that we need to clarify differences between City Sticker and Plate Sticker.



Too much text and slow interactions

The interactions felt **slow and too much text and information** was provided. The participants had to wait for responses from the text assistant. The interaction should feel seamless, fast, and smooth.



Lack of orientation to resources and actionable items

Additional information should be provided for **participants to take action. Links to Google maps, direct website links, etc., were missing).**

Considerations for next steps

Identify new drivers and newcomers' hot spots

What are the different locations new drivers in the city go to?

What are the different locations newcomers visit when moving to Chicago?

Operations and City Representatives

Who will take ownership of the service?

Can the city provide training to representatives so they can send personalized answers to residents?

How might the Text Assistant integrate well with the other existing purchasing channels?

How might the City manage crowdsourced data of residents' interaction with the Text Assistant?

Software development team to implement Text Assistant interaction with residents.

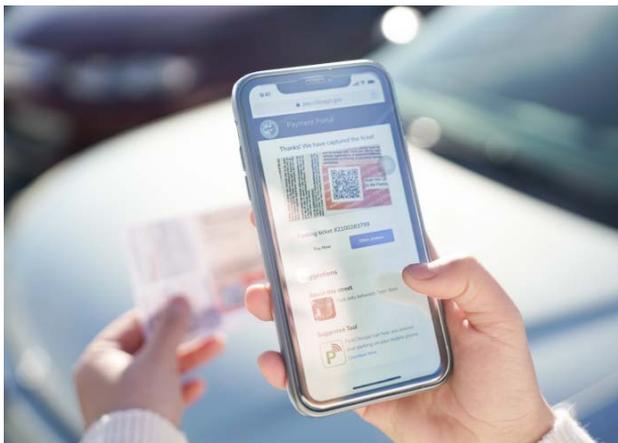
Design and install posters

Would the City be willing to design posters and install them in different locations?

Opportunity Area: Taking Initiative

Right Time

Suggestions, Navigation, and Assistance for Settling Tickets



Yuqing He
Yifei Yu
Yuanyuan Hu

This product goes a step further than the existing City of Chicago website.

Right Time helps people avoid penalties and future infractions by offering personalized suggestions, step by step navigation, and assistance with next steps.

Opportunity

Help residents form proactive behaviors in paying tickets and following traffic rules

Current Problem

Residents with tickets cannot properly manage them and do not always know how to prevent a similar violation in the future. They consequently accumulate debt and feel desperate to solve the problem.

Opportunity Area

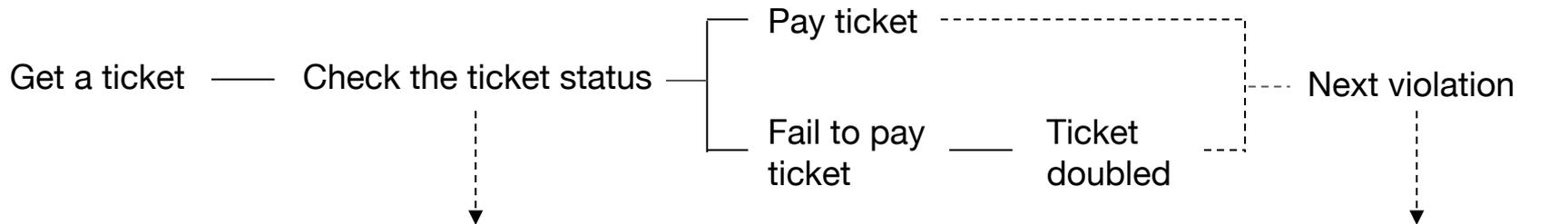
With our service, residents can easily manage the payment process by following a step by step guide when they receive a ticket—and feel confident in avoiding such expensive vehicle violations moving forward.

“Paying a ticket is not as easy as clicking the “pay” button on the website.

It often requires many considerations and decisions. ”

Problem Analysis

Raising awareness before things go wrong



"It's easy to forget to pay the tickets after receiving the tickets"

-Ogilvie Station, West Loop

"I'm thinking to contest it later, then it doubled"

-IIT Mies Campus

- Forget
- Procrastinate
- Question the ticket
- Financial burden
- Want to contest

How might we help residents avoid penalties because of missing the deadline?

"I have my friends try first and they tell me where is good to park. They find that out by getting towed."

-Ogilvie Station, West Loop

- Get violation for a similar reason
- Don't know how to avoid ticket
- Lack of guidance

How might we help residents avoid the next violation?

Experiment

Remind me, yes. But I'd also like more help.

How can a reminder effectively make people take action?

Prefer to be reminded near the due date, when the ticket is uploaded on the system, and the budget is ready.

Prefer personalized link which simplifies process and makes payment quicker.



We tested our key assumptions at a Target parking lot.

Are there more obstacles that stop residents from paying their tickets?

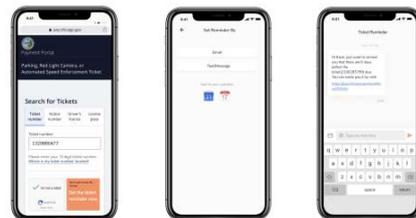
How and when to contest?

Many people mentioned budget challenges.



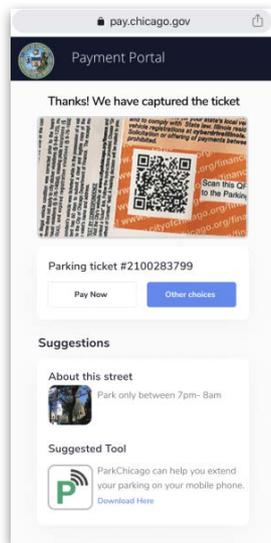
Did paying the ticket lead people to change their traffic behavior?

Paying a ticket is regarded as negative and it is disconnected with changing behavior.



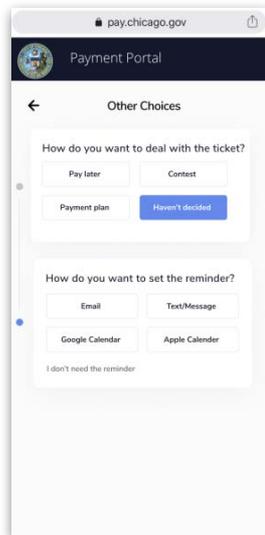
Ticket Paying Assistant

An easy way to deal with tickets



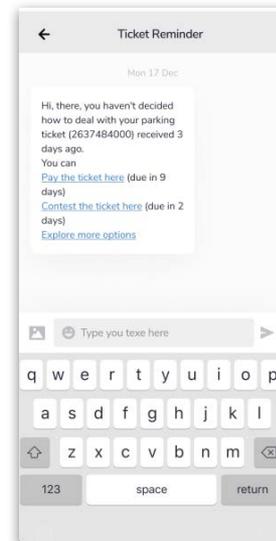
1
Practical
Suggestions

By scanning the QR code or providing a driver's license, residents can directly pay their tickets, get tailored and practical suggestions to avoid similar violations, and get help if they haven't yet decided whether to pay.



2
Navigation
through
Choices

Residents can choose their preferred next step to deal with a ticket. Along with the action they choose, we will assist them through the whole process by providing relevant information and reminding them of important dates.



3
Assistance
with Next
Steps

Residents will get personalized messages and reminders from the assistant, including the due date, important links, and relevant ticket information.

Implementation & Consideration

Build services with the residents

Implementation

Platform Building

Establish an easy-to-use suggestion and reminder system to ensure that multiple touchpoints can synchronize information.

Suggestion Mechanism

Provide precise suggestions to help residents avoid future tickets related to the reasons the original ticket was issued.

User Feedback

Launch the minimal offering product with suggestions and payment due date reminder function. Test whether it helps transform residents' behavior from a vicious cycle to better behavior.

Consideration

Financial Value

Increase the social acceptance of a ticket. Addressing the unpaid ticket issue.

Management Value

Leverage trust between parties, and improve compliance.

Social Value

Build fairness by enabling those who didn't mean to violate to perform better.

City Relations

Gas Station



Janine Zhong
Wanshan Wu
Grace Hanford

Residents do not know
about the programs
created to help them

This lack of knowing
adds to a feeling of distrust

Our old-school solution:
a city-mandated sign at the front
of a gas station

Opportunity area

How might we begin to improve perceptions of the City Government?

🔒 yelp.com/biz/office-of-the-city-clerk-of-chicago-chicago-3

 **Chicago, IL**
👥 350 friends
★ 811 reviews

★ ★ ★ ★ ★ 8/19/2019
🔒 1 check-in

Office of the City Jerks, I mean, Clerk, is located on a small

Trust is missing

People feel like the system is unfair, some even feel like the city is out to get them

Trust needs to be built

Building trust requires consistent communication

More than a sorry

With such extreme feelings about City Hall, consistent actions will speak louder than words

Trust is lacking because people are not in the know

9 in 10 residents

Did not know that October was City Sticker Amnesty Month*

0 in 12 residents

Knew about City Sticker debt forgiveness program happening November 15–December 15

Disparate media channels make it too hard to hear

Where can everyone hear?

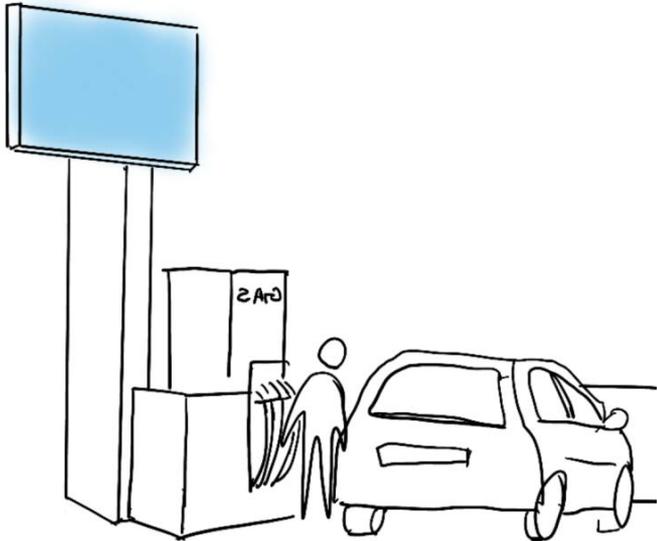
We need a new consistent and fair communication channel

*residents surveyed in Bronzeville, Nov 8, 2019

Proposing: City Gas Station Notices

A new consistent and fair communication channel

Initial concept:



All drivers need to eventually go to a gas station or an electric charging station.

Cost effective

Consistent and credible

Fair: will not penalize those without smartphones or computers

Experiment + Learnings: Good idea, wrong spot

Gas pump advertising



Is this a good place to hear important information from the city?

"Yeah, everyone needs to go into a gas station, eventually."

Did you notice our sign?
0 out of 8 noticed

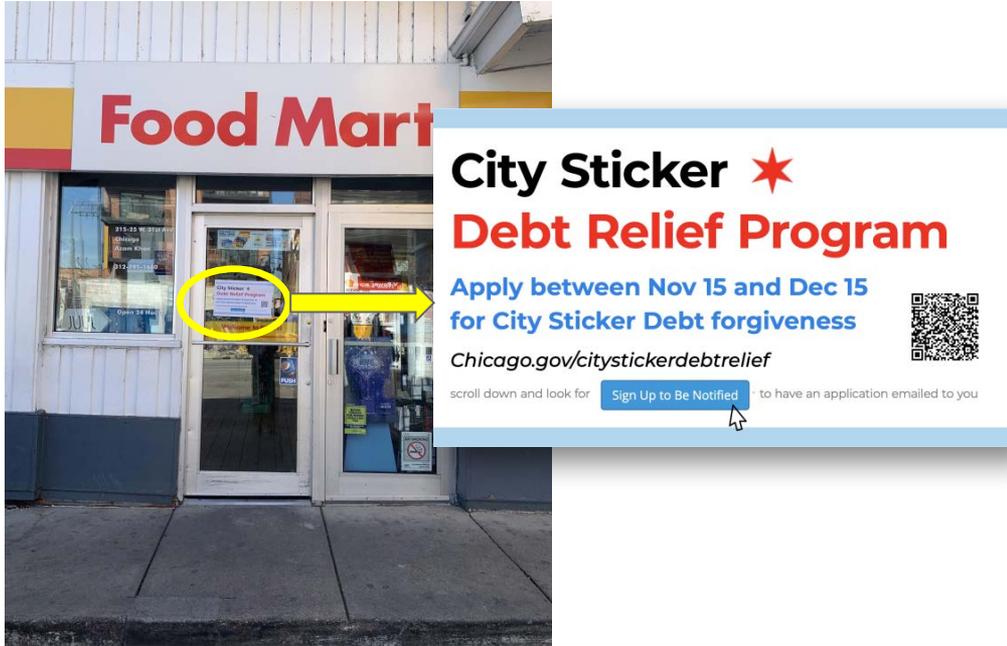
"No one pays attention to those signs."

"A sign by the door would be better."

18 out of 20 went into the gas station store

Experiment + Learnings: The right spot

Pivot: Gas station door notice



3 out of 4

noticed our sign

Even less cost: since it's no longer an ad (may require an ordinance)

Consistent and credible

A consistent and fair communication channel that can reach *everybody*

Permanent City Gas Station Door Notice



Like this Chi Bag placard, consider an ordinance to place and update city government notices on Gas Station doors to simplify communications with all residents.



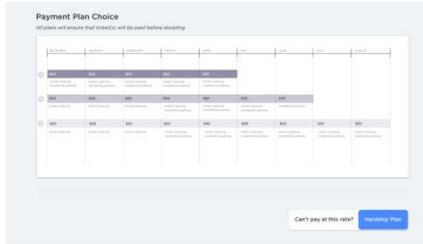
City Sticker ★
No-Fee for Veterans and the Disabled

For more information, check: Chicityclerk.com

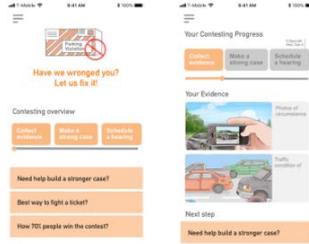




Avoiding Spiral of Debt



Contesting Tickets



Improving City Relations



Preventing Tickets



Empowering New Drivers



Taking Initiative



Thank you!