



BOSTON CODE ENFORCEMENT

User Insights Presentation



IN A WORLD WHERE TRASH

equals poor sanitation, and unshoveled snow equals injuries, Boston Code Enforcement is trying to keep the city safe and clean for all Boston residents.

DESPITE ITS BEST EFFORTS

within the last 6 years the department has seen a general rise in the total number of tickets. Equally importantly, the number of unpaid fines has almost doubled.

**That's
where we
come in.**



Introduction

Team

Client

Problem Statement

Timeline

Work to Date

Code Enforcement Process

User Profiles

User Journey

Next Steps



Meet Our Team



CLARISA YEROVI

HKS MPP



CLARE HERCOG

Sloan MBA



NAEHA RASHID

HKS MPP



ELYSE VOEGELI

HKS MPP



ARIANA SOTO

Harvard College

Boston, MA

- 685,094 residents
- 23 neighborhoods
- 38% tickets unpaid
- \$10,123,841 unpaid fees

Our Client

Boston Code Enforcement

Responsible for monitoring code violations and issuing tickets, through patrols and the 311 app/hotline.

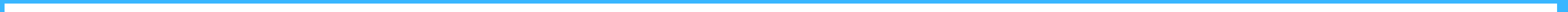


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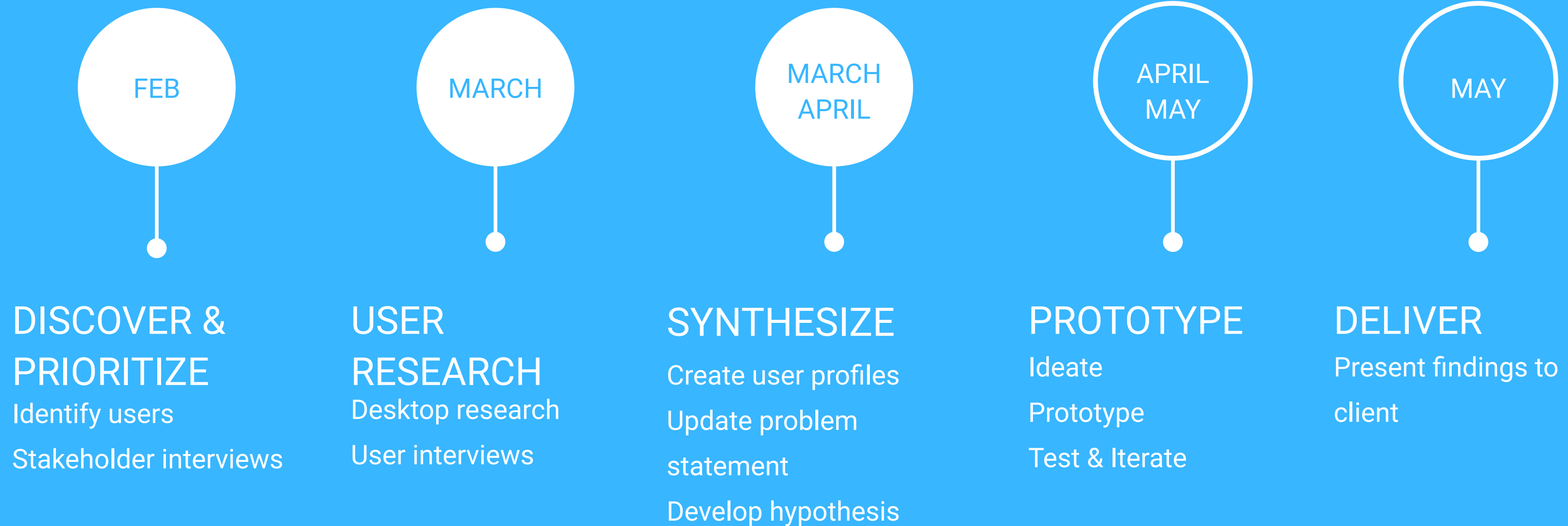
the challenge

**HOW MIGHT WE SPARK
BEHAVIOR CHANGE IN BOSTON
RESIDENTS RESULTING IN
FEWER TICKETS GIVEN AND
MORE TICKETS PAID?**

”



TIMELINE



OUR WORK TO DATE



DESKTOP
RESEARCH



RIDE ALONGS



DOOR
KNOCKING



STREET
INTERVIEWS



ONLINE
SURVEY

2

1

66

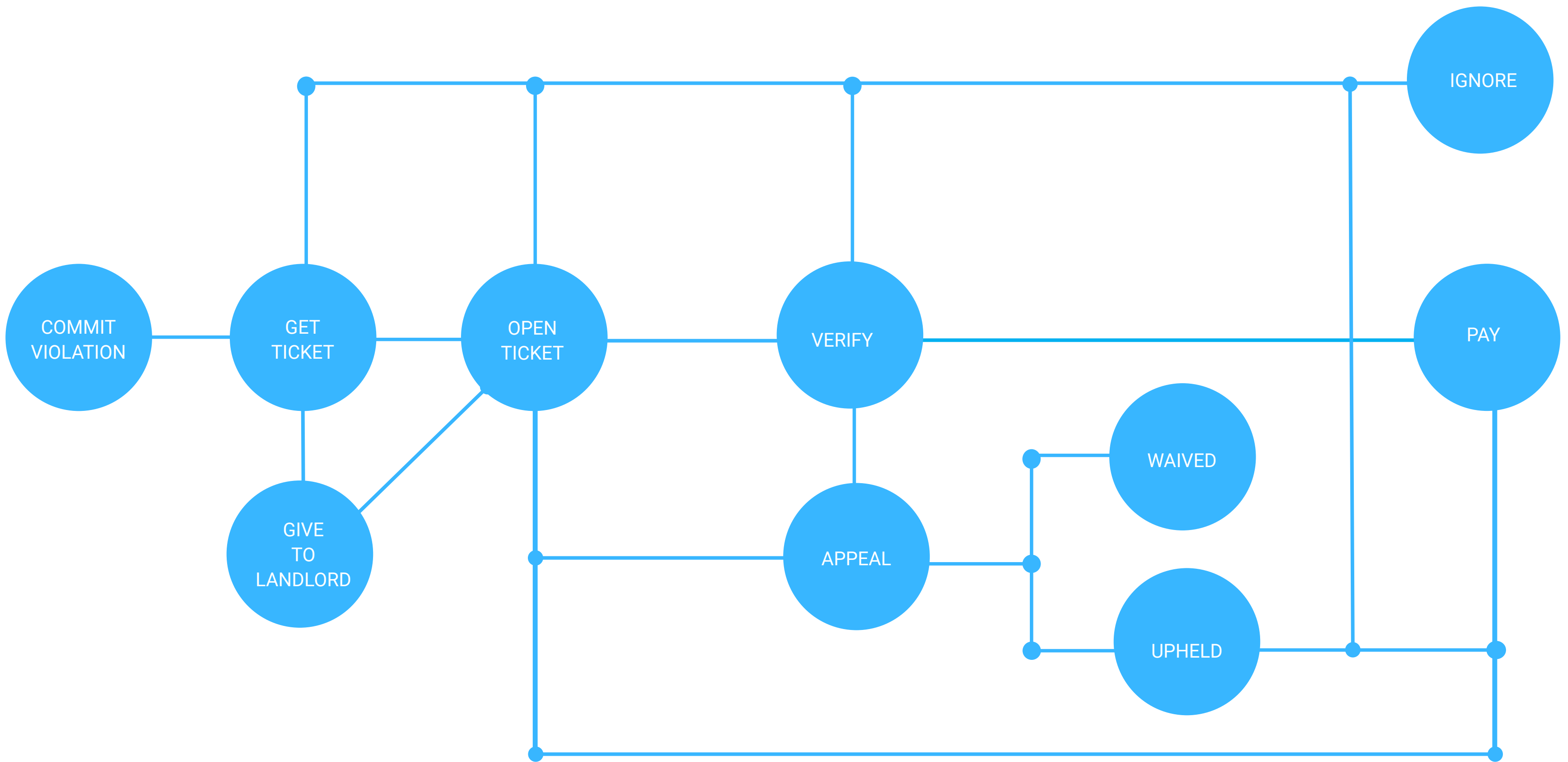
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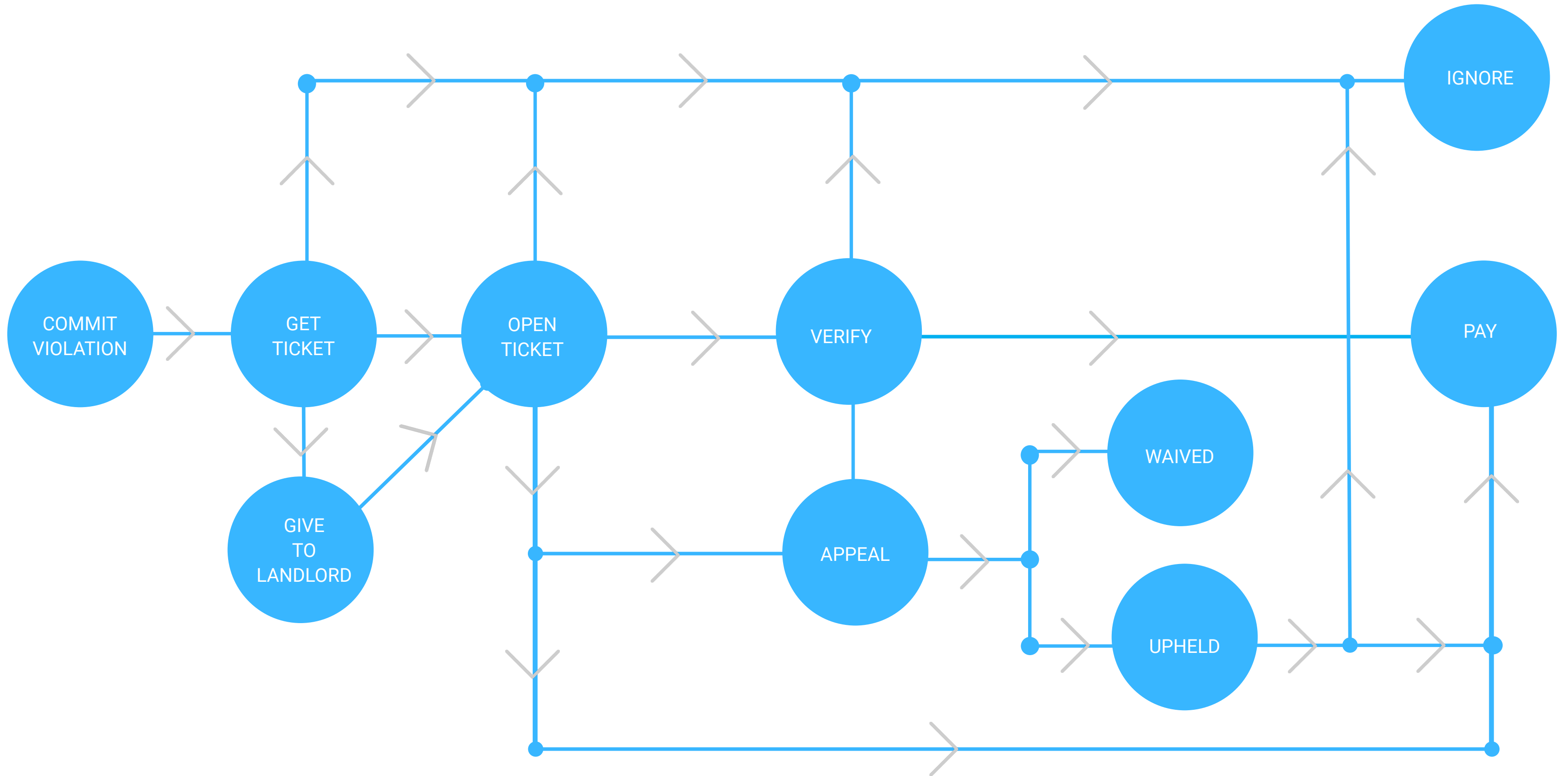
Findings



CODE ENFORCEMENT PROCESS



CODE ENFORCEMENT PROCESS



Identifying Process Groups

PEOPLE WHO HAVEN'T
ENTERED THE
PAYMENT PROCESS

PEOPLE IN THE
PROCESS OF PAYING

PEOPLE WHO
COMPLETED THE
PAYMENT PROCESS

BEHAVIOR DRIVERS

Trusts Ticket



Cares about Violation



Knows about Violation



Trusts Government



Able to Pay



Sorting Users into Process Groups

PEOPLE WHO HAVEN'T
ENTERED THE
PAYMENT PROCESS

Suspicious Ignorers
Apathetic Ignorers
Constrained Ignorers

PEOPLE IN THE
PROCESS OF PAYING

Suspicious Checkers
Accepting Escalators

PEOPLE WHO
COMPLETED THE
PAYMENT PROCESS

Accepting Payers
Fearful Payers

Our Users



Accepting Payer

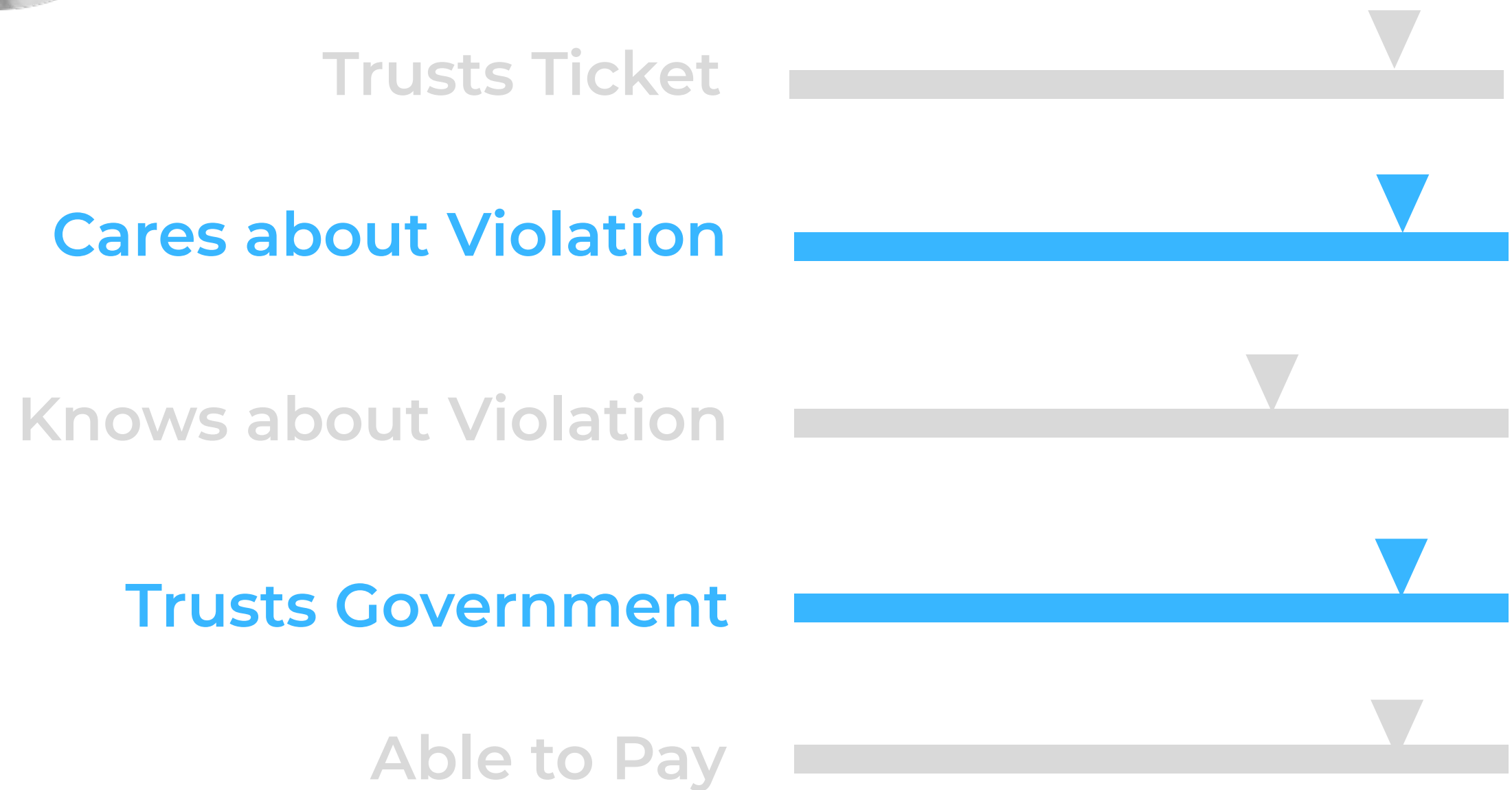


"...GUESS I'D JUST BE LIKE
OH MISTAKE ON MY PART."

Trust the ticket

Will pay the ticket if they believe that are in the wrong OR even if they think it's their responsibility

May or may not choose to appeal



Suspicious Checker

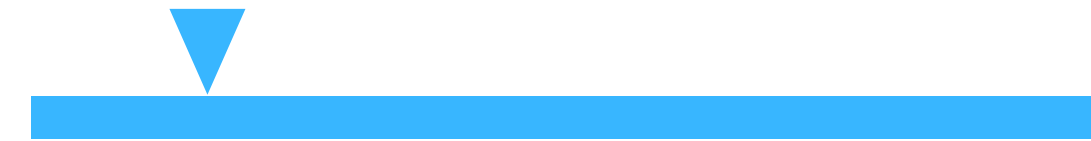


Are unsure if the ticket is legitimate, but will open the envelope and then find a way to verify it

After confirming validity of ticket, users in this profile may convert to an Accepting Payer or a Constrained Ignorer depending their other attributes and the roadblocks they face during the verification process

"WEIRD, I'VE NEVER SEEN ONE OF THESE BEFORE. WHO IS THIS SENDER?"

Trusts Ticket



Cares about Violation



Knows about Violation



Trusts Government



Able to Pay



Suspicious Ignorer



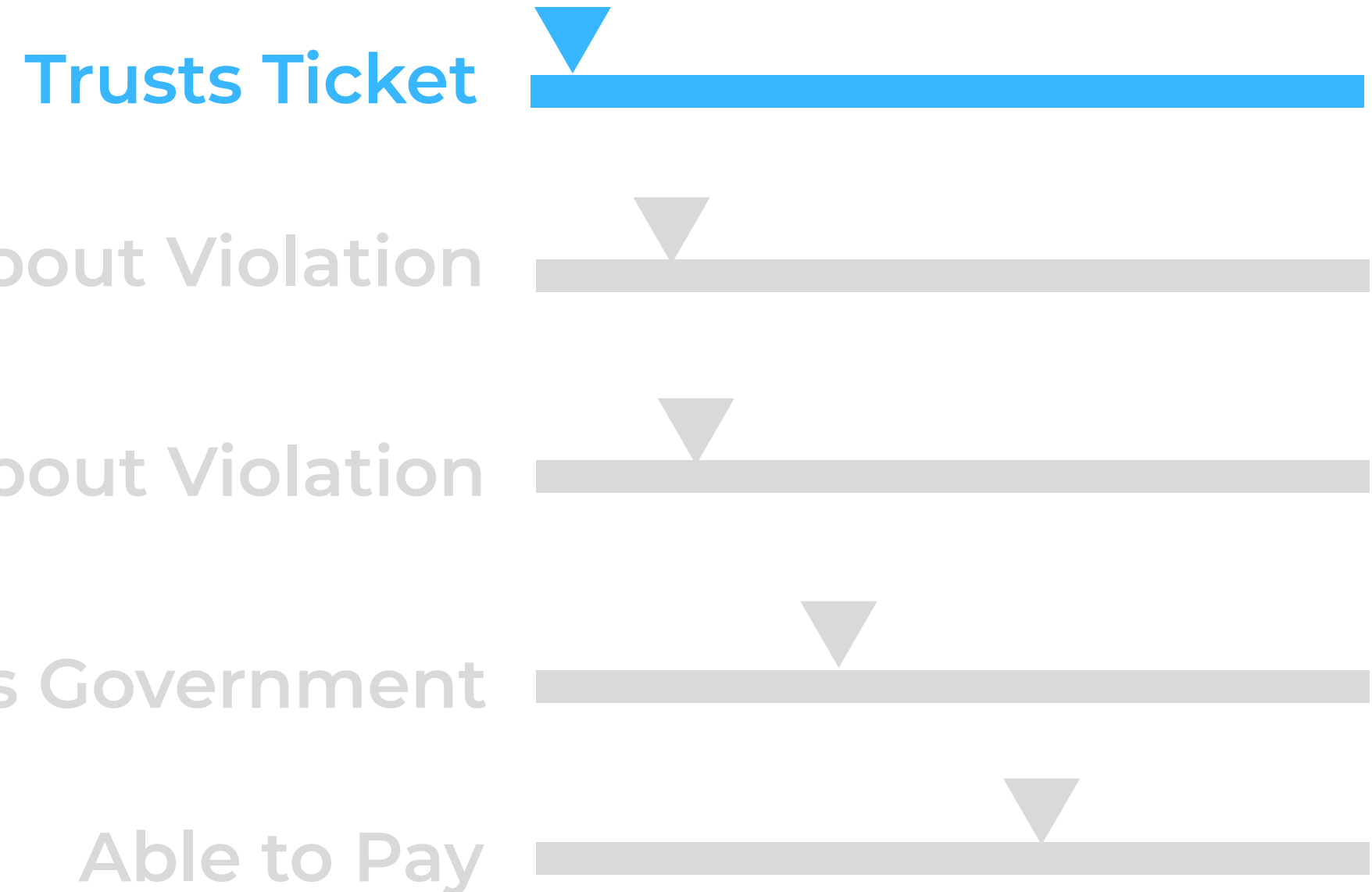
"WHO IS THIS FROM AND WHO MADE THIS AT HOME?
IS THIS A SCAM?"

Think the envelope and ticket is a scam

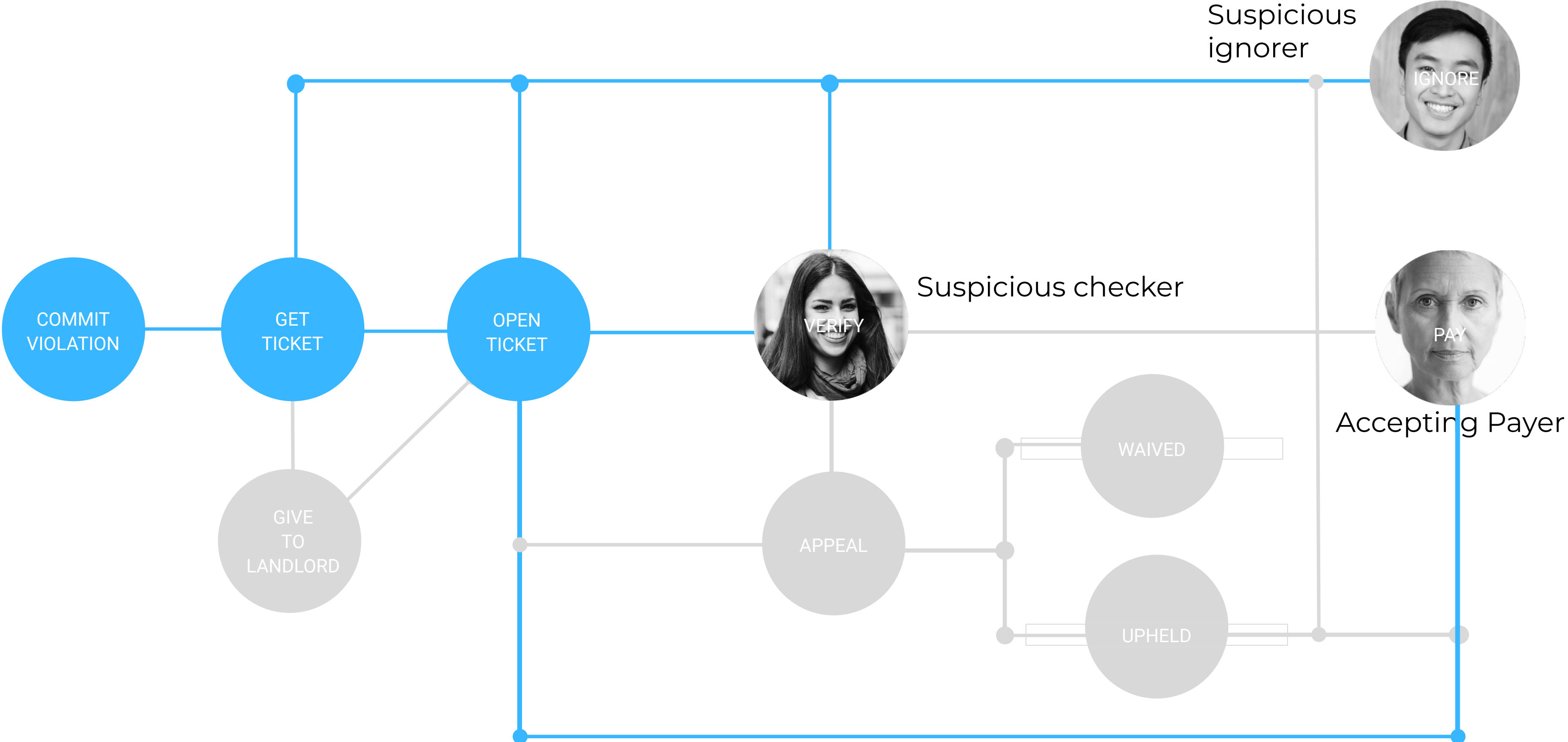
May be used to seeing parking tickets and expect to see an identical design on another city ticket

Don't actually know much about code violations/enforcement

Likely to throw the ticket away



JOURNEY MAP



DRIVERS TO FOCUS ON

Trusts Ticket



Cares about Violation



Knows about Violation



Trusts Government



Able to Pay



NEXT STEPS

FURTHER USER RESEARCH

"Elusive demographic";
people who have
received a ticket but
haven't paid

BUILD PROTOTYPE

Based off user
interviews

USER TEST PROTOTYPE

Envelope, ticket, website

FINDINGS TO CLIENT

Presentations are
communication tools
that can be used as
demonstrations



Thanks!





Appendix

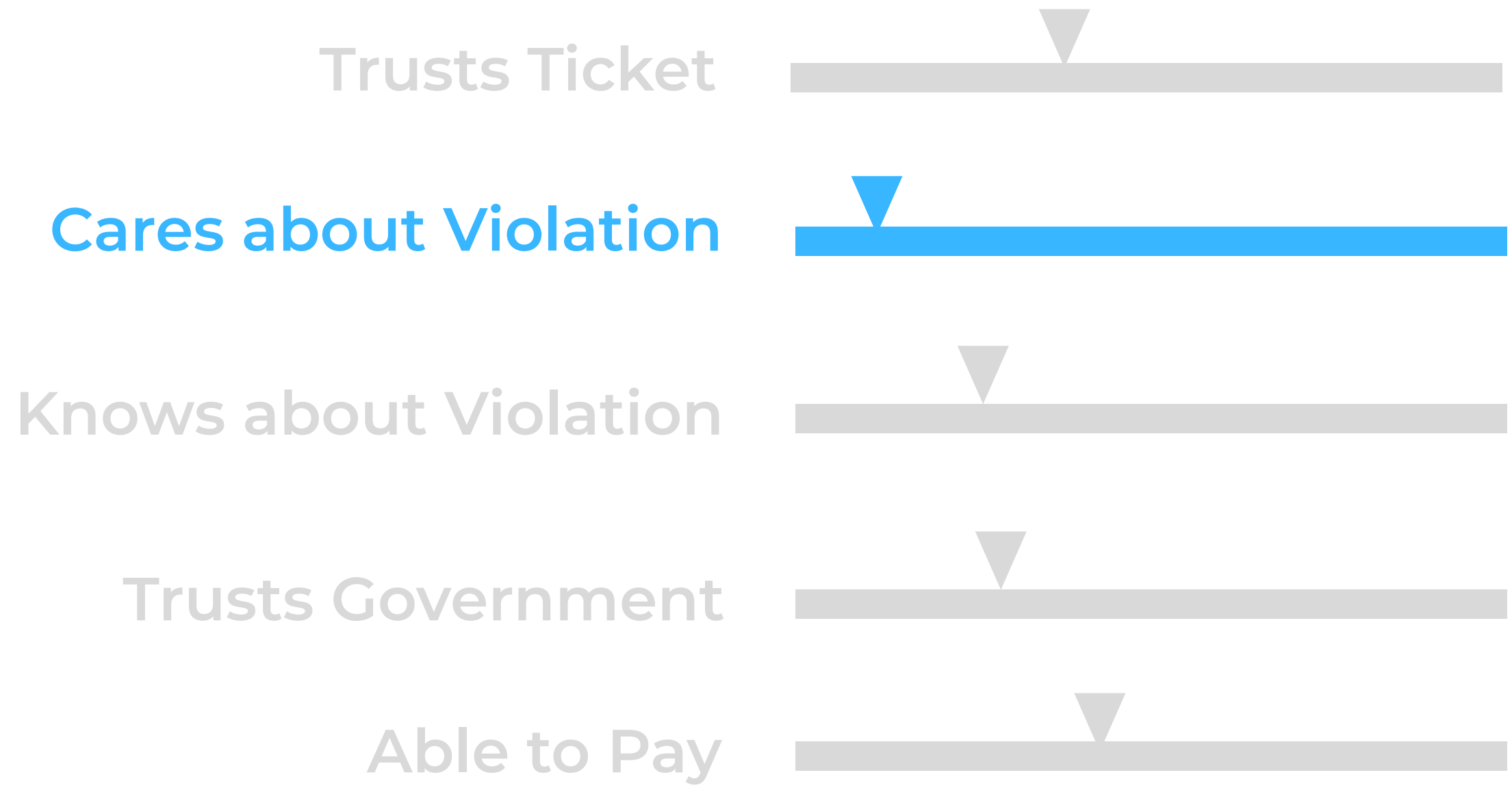


Apathetic Ignorer



Mike is a 36 year old Boston tenant. He's never seen a ticket before, but knows it's a sign of something bad. However, he can't infer from tickets where to go about doing that.

“IT SEEMS LIKE TOO MUCH WORK SO I’LL PROBABLY JUST IGNORE IT.”



Constrained Ignorer



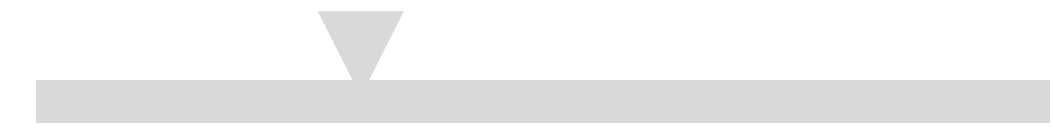
Johanna is a 32 year old single mother of 3 working two jobs to keep her family afloat. She rarely has the time to shovel. Every time she sees a green code enforcement ticket she's filled with dread because she doesn't have the money to pay or the time to appeal. She now has a designated drawer where all such tickets end up.

"THIS IS SO EXPENSIVE."

Trusts Ticket



Cares about Violation



Knows about Violation



Trusts Government



Able to Pay

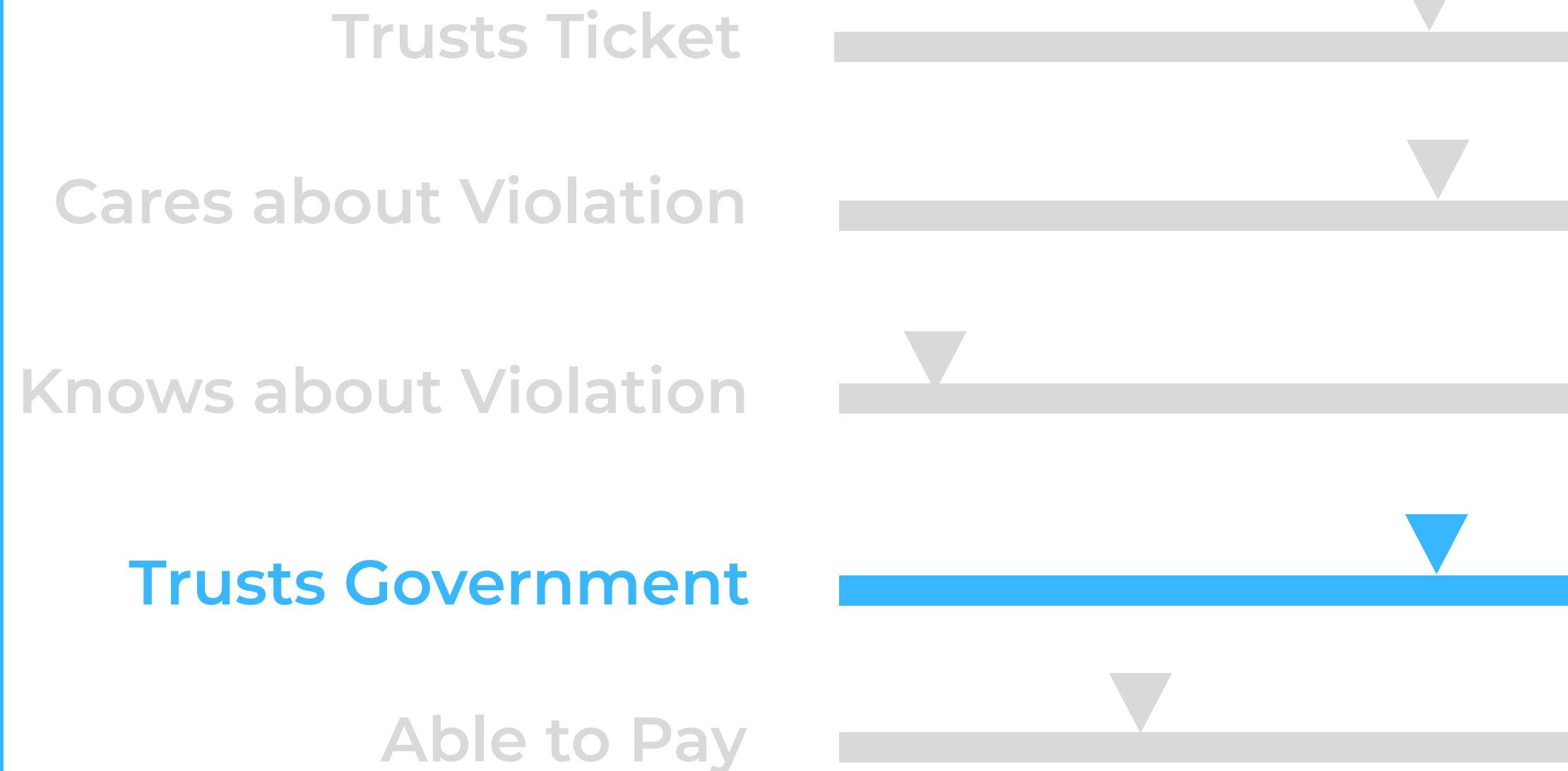


Fearful Payer



Sofia has recently moved to Boston from Colombia to get a Master at BU, she is excited to live in the US but has no idea on what the obligations for residents are here. She is a tenant with 3 other international students in an apartment building near the university. She fears deportation and her landlord.

"WAIT! WHAT? OVERFILLED TRASH BARRELS IS A VIOLATION? WHAT I'M SUPPOSED TO DO IF I HAVE A LOT OF TRASH?"



SUMMARY OF USER TYPES

	TRUST IN ENVELOPE	CARE	KNOW	ABILITY TO PAY	TRUST IN GOVERNMENT
Suspicious ignorers	1*	1 -- 5	1 -- 2	N/A	?
Accepting payers <i>Complier: escalator and self</i>	5	5*	3 -- 5	3 -- 5	Y*
Suspicious checkers <i>Feeder category</i>	1 -- 2*	1 -- 5	1 -- 2	N/A	Y
Fearful payers	5	5	1	N/A	Y/N*
Apathetic ignorer <i>Lazy or uncaring</i>	2 -- 4	1 -- 2*	N/A	N/A	N
Constrained ignorer	1 -- 5	1 -- 5	1 -- 5	1*	N/A

SUMMARY OF USER PAIN POINTS

	Envelope	Where to pay	Who is responsible for payment	Contacting Code Enforcement	Website	Communicating importance / education
Suspicious ignorers	X					X?
Accepting payers <i>Complier: escalator and self</i>	X	X	X			
Suspicious checkers <i>Feeder category</i>	X			X	X	X
Fearful payers	X	X			X	
Apathetic ignorer <i>Lazy or uncaring</i>						X
Constrained ignorer	<i>Can't do anything about their main pain point which is the \$\$\$\$ of the ticket</i>					