



# BOSTON CODE ENFORCEMENT

Final Presentation



# Our Client

## Boston Code Enforcement

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



# Boston, MA

685,094

residents

38%

tickets unpaid

5

major languages

\$10,123,841

unpaid fees

# That's Where We Come In



CLARISA YEROVI

HKS MPP



CLARE HERCEG

MIT MBA



NAEHA RASHID

HKS MPP



ELYSE VOEGELI

HKS MPP



ARIANA SOTO

Harvard College



**Introduction**

**Problem Statement**

**Timeline**

**User Groups**

**Prototypes**

**Implementation**



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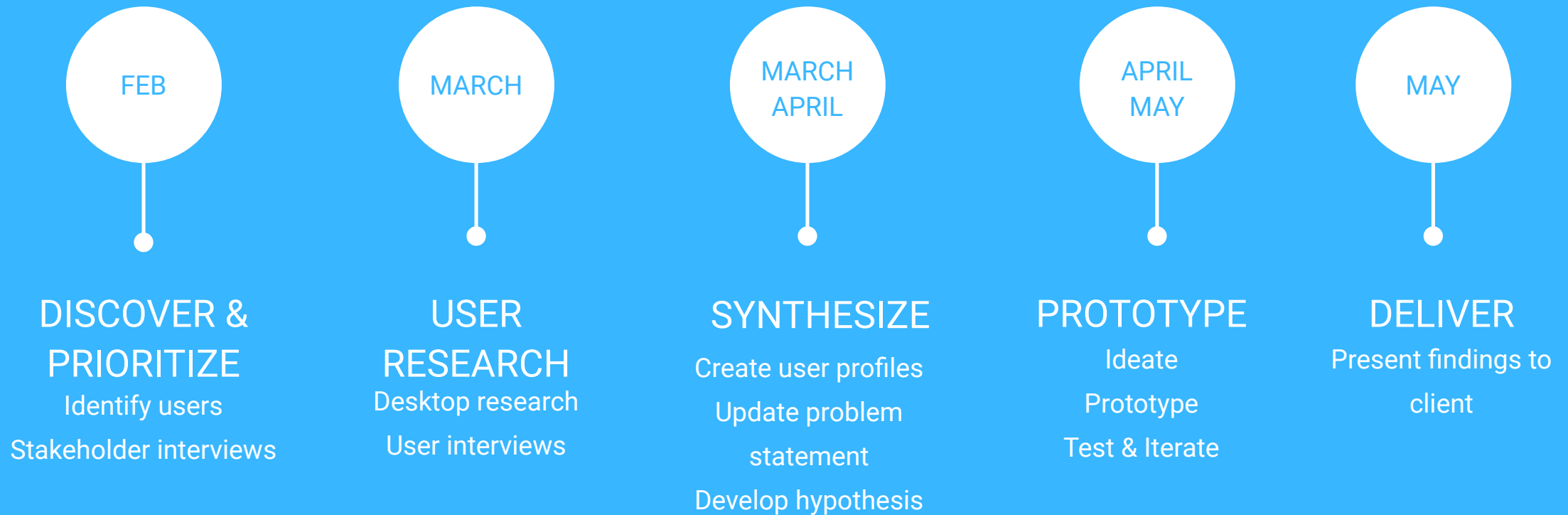
the challenge

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

”

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# TIMELINE



# User Groups

PEOPLE WHO HAVEN'T  
ENTERED THE  
PAYMENT PROCESS

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Suspicious Ignorers  
Apathetic Ignorers  
Constrained Ignorers

PEOPLE IN THE  
PROCESS OF PAYING

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Suspicious Checkers  
Accepting Escalators

PEOPLE WHO  
COMPLETED THE  
PAYMENT PROCESS

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Accepting Payers  
Fearful Payers



# Ideas

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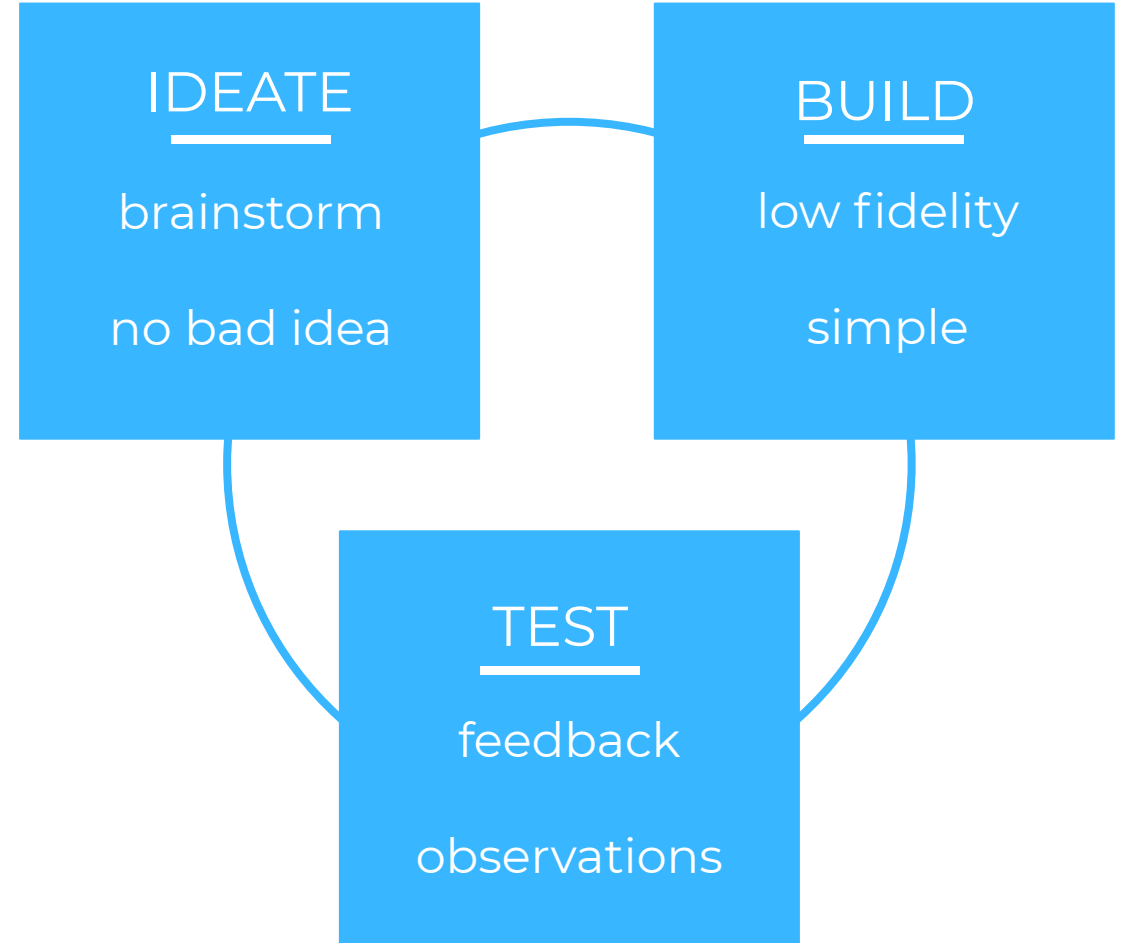
| SMS system

| Landlord Facebook

| 311 App

| Policy

| Administration



A diagram consisting of five circles arranged in a cross pattern on a solid blue background. The central circle is filled with a light cream color and contains the word "ENVELOPE" in blue. The four surrounding circles are white with blue outlines and contain the words "TICKET", "WEBSITE LANDING", "FOLLOW UP LETTER", and "INSERT" in white. The circles are arranged in a cross pattern with the central circle at the intersection.

TICKET

WEBSITE  
LANDING

FOLLOW UP  
LETTER

INSERT

ENVELOPE

# Ji-Yun

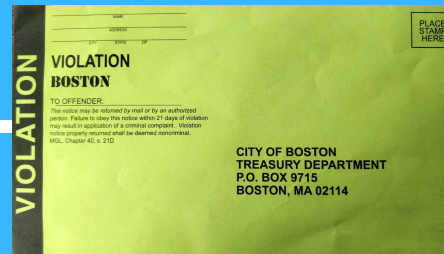
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"WHO IS THIS FROM AND  
WHO MADE THIS AT HOME?  
IS THIS A SCAM?"

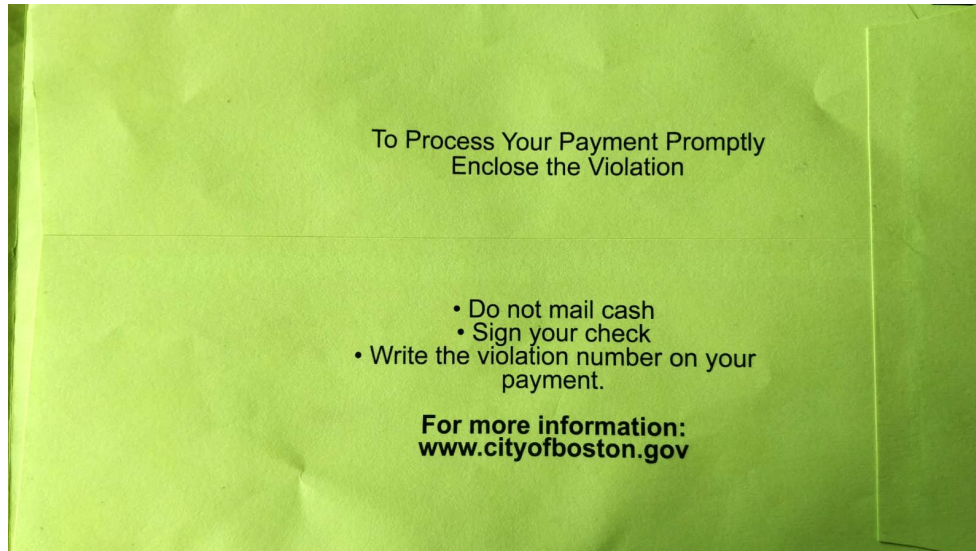
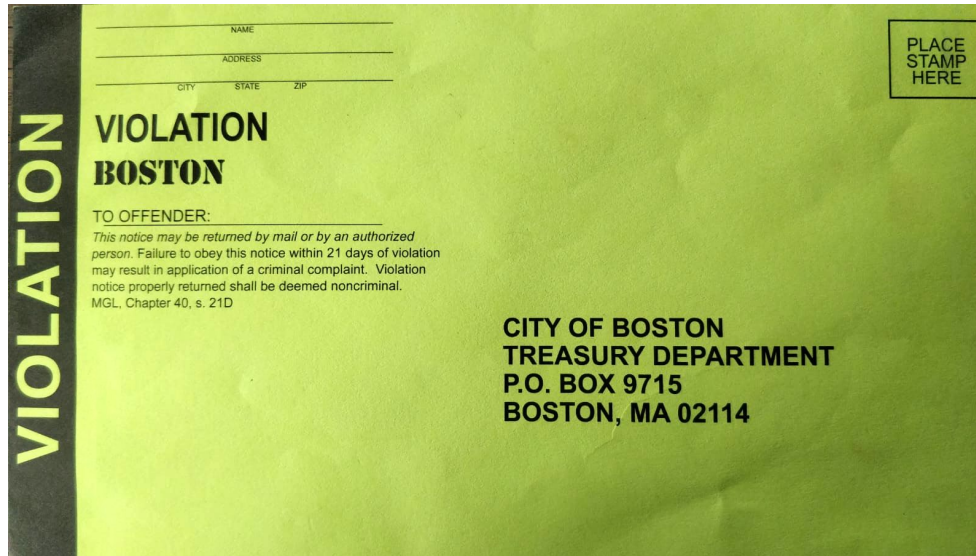
# JI-YUN'S CURRENT JOURNEY





# Envelope

# Before



*“Is this real? What do I do with this?”*

*“Says ‘Treasury’- must be something to do with taxes.”*

*“It looks like spam...I would just ignore it”*

# After

Front

*“This looks serious.”*

*“I know it’s official so  
I’ll open it.”*

*“[This] will definitely  
catch my attention.”*

The image shows the front of a red and black ticket. On the left, a black vertical bar contains the text 'CODE VIOLATION - FINE' in white. The main red area features the City of Boston seal, the title 'CITY of BOSTON', and the department 'DEPARTMENT OF PUBLIC WORKS CODE ENFORCEMENT POLICE'. A grey box in the top right corner says 'PLACE STAMP HERE'. The address 'CITY OF BOSTON, P.O. BOX 9715, BOSTON, MA 02114' is printed. A list of violation options is shown with checkboxes: 'Improper disposal of trash', 'Failure to shovel snow' (which is checked with a black checkmark), and 'Other'. A black triangle in the bottom right corner contains the text 'SEE TICKET INSIDE' in white.

**CODE VIOLATION - FINE**

**CITY of BOSTON**  
DEPARTMENT OF PUBLIC WORKS  
CODE ENFORCEMENT POLICE

PLACE  
STAMP  
HERE

CITY OF BOSTON  
P.O. BOX 9715  
BOSTON, MA 02114

- ☐ Improper disposal of trash
- ☒ Failure to shovel snow
- ☐ Other

SEE  
TICKET  
INSIDE

**7** iterations

**58** user tests

# After

*Back*

*“The [info on the] back  
is useful.”*

*“I’m convinced it’s not  
a scam.”*

*“I need to do  
something about this.”*



**7** iterations

**58** user tests



**Ticket**

# Before

**VIOLATION TICKET**

Violation#: 72R5AV06  
Violation Date: 01/10/2019  
11:00 AM  
For Telephone Inquiries Call  
(517) 635-4896  
Payments: boston.gov/code-violations

**Violator's Name:** 70-72 ANTWERP STREET REALTY  
(or Current Owner)  
**Violator's Address:** 27 BOSTONIA AV C/O KEITH H.  
ARNOWITZ, BRIGHTON, MA, 02135  
**Address of Violation:** 70 to 72 Antwerp ST, Brighton, MA,  
02135


#	Violation	Fee
3	Overfilling of barrel/dumpster.	\$100
Fee Total		\$100

Comments: overloaded barrels  
Officer Number: 006  
Department: P.W.D.

Payment can be made online at [boston.gov/code-violations](http://boston.gov/code-violations) or by placing check or money order payable to the City of Boston in the accompanying envelope and mail within 21 days to avoid a late penalty. DO NOT MAIL CASH. Send payment to the City of Boston Treasury Department Box 9715, Boston, MA, 02114. Failure to obey this notice within 21 days may result in application of a criminal complaint. Violation notices properly returned shall be deemed noncriminal (Mass. General Laws,

Chapter 40, Section 21D). Outstanding fines can later be transferred to your property tax which can be subject to a municipal lien for non payment.

THE PERSON CITED MAY OBTAIN AN ADMINISTRATIVE HEARING OR SUBMIT A WRITTEN APPEAL WITHIN 21 DAYS FROM THE DATE THE TICKET WAS ISSUED. REQUESTS FOR EITHER A WRITTEN APPEAL OR AN ADMINISTRATIVE HEARING MUST BE MADE IN WRITING TO BOSTON PUBLIC WORKS DEPARTMENT, ATTN: CEP HEARING OFFICER, 1 CITY HALL PLAZA, ROOM 714, BOSTON, MA 02201. FOR WRITTEN APPEALS YOU MAY SEND DOCUMENTATION, WITNESS STATEMENTS OR PICTURES TO DISPUTE THE VALIDITY OF THE CITATION(S).



*“It looks like a receipt.”*

*“I would definitely throw this away!”*

*“What did I do wrong? I don’t understand.”*



## CITY of BOSTON CODE VIOLATION

**Ticket#:** 123457892

**Violation type:** Improper Snow Removal

**\$50** fine

**Pay By 4/5/2019**

### FINE INFORMATION

**Violation Address:**

136 Corey St, West Roxbury, MA 02132

**Landlord:** George Smith

**Landlord's Address:**

10 Pond Street, Needham, MA, 02492



**Officer's comments:**  
Pedestrians were  
unable to use  
sidewalk more than 3  
hours after snowstorm.

**Violation Date:** 14/4/2019 9:53AM

### WHY DID I RECEIVE THIS?

You received this ticket because you did not meet your snow removal responsibilities within three hours. Improper snow removal is dangerous for pedestrians.

### WHAT DO I DO NEXT?

**If you are a tenant** give this ticket to your landlord unless stated otherwise in your lease.

**To make a payment** use one of the following methods:

**Option 1 - PAY ONLINE**

[www.boston.gov/code-violation](http://www.boston.gov/code-violation)

**Option 2 - PAY BY MAIL**

Use this red envelope to pay your fine by enclosing a check or money order

**Option 3 - PAY IN PERSON**

Boston City Hall, Room M-38

**If you received this ticket in error**

appeal at [www.boston.gov/appeal-violation](http://www.boston.gov/appeal-violation) or in person within 21 days.

**Pay as soon as possible to avoid incurring a late fee.**

# After

*“It’s clear that I owe \$50.”*

*“I would give this to my landlord.”*

*“I like that ‘pay by’ is highlighted.”*

6 iterations

43 user tests



**Insert**

# Understanding Responsibilities

FRONT

## CITY of BOSTON

### MEET CHRIS



Chris is a 40-year old Boston resident who has lived in Roslindale for 15 years. He is also a new dad, and enjoys taking his 6-month old daughter, Brittany, out for walks in the stroller.

One morning, Chris is out with Brittany and finds the sidewalk blocked by a pile of unwanted furniture and debris. He lifts up the stroller and has to push it in the street to avoid the debris.

Let's work together to keep our sidewalks safe, clean, and unobstructed so people like Chris and Brittany can safely access the streets.

2 iterations

BACK



**Boston Code Enforcement** keeps the city safe and clean. Help us achieve our mission. The two most common violations are:



### TRASH STORAGE AND DISPOSAL

Trash must be put on the curb between 5 p.m. the night before your trash day and before 7 a.m. on your trash day.


Barrels must be made of metal or durable plastic, be completely closed, and can't be heavier than 50 lbs when full. Trash bags must be two-ply, hold no more than 32 gallons, and tied.



### SNOW REMOVAL

Once it stops snowing, residential and commercial property owners have 3 hours to remove ice, slush, and snow from their sidewalks.

8 user tests



*“It’s a helpful reminder of why it matters. On the trash stuff some of that is hard to know whether you’re complying with that.”*

*“This sucks; I’ll pay and now with [the insert] I’ll know for next time.”*

*“I think the story is helpful.”*





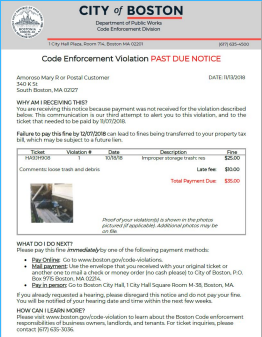
Letter

PREVIOUSLY

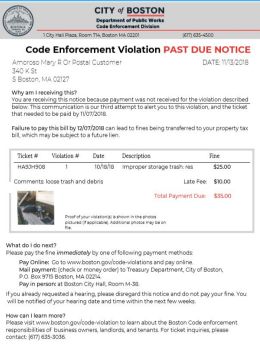


PAST DUE  
LETTER

NOW



REMINDER  
LETTER



PAST DUE  
LETTER

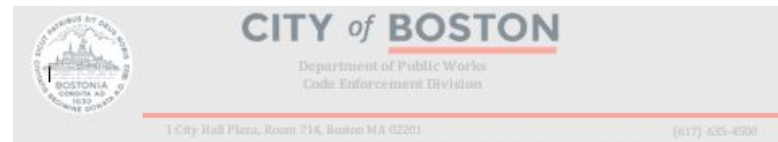


“I like the headings and information flow.”

“I understand what happens if I don’t pay.”

“I like the picture - that’s how I know it is my fault”

# Follow-up + Reminder



## Code Enforcement Violation **PAST DUE NOTICE**

Amoroso Mary R or Postal Customer  
340 K St  
South Boston, MA 02127


DATE: 11/13/2018

### WHY AM I RECEIVING THIS?

You are receiving this notice because payment was not received for the violation described below. This communication is our third attempt to alert you to this violation, and to the ticket that needed to be paid by 11/07/2018.

**Failure to pay this fine by 12/07/2018** can lead to fines being transferred to your property tax bill, which may be subject to a future lien.

Ticket	Violation #	Date	Description	Fine
HA9JH908	I	10/18/18	Improper storage trash: res	\$25.00
Comments: loose trash and debris				Late fee: \$10.00
				<b>Total Payment Due: \$35.00</b>



Proof of your violation(s) is shown in the photos pictured (if applicable). Additional photos may be on file.

### WHAT DO I DO NEXT?

Please pay this fine **immediately** by one of the following payment methods:

- **Pay Online:** Go to [www.boston.gov/code-violations](http://www.boston.gov/code-violations).
- **Mail payment:** Use the envelope that you received with your original ticket or another one to mail a check or money order (no cash please) to City of Boston, P.O. Box 9715 Boston, MA 02214.
- **Pay in person:** Go to Boston City Hall, 1 City Hall Square Room M-38, Boston, MA.

If you already requested a hearing, please disregard this notice and do not pay your fine. You will be notified of your hearing date and time within the next few weeks.

### HOW CAN I LEARN MORE?

Please visit [www.boston.gov/code-violation](http://www.boston.gov/code-violation) to learn about the Boston Code enforcement responsibilities of business owners, landlords, and tenants. For ticket inquiries, please contact (617) 635-3036.

3 iterations

11 user tests

# Website Landing

# Before

## Separate Pages

“I’m a little confused by all these tabs.”

CITY of BOSTON

Mayor Martin J. Walsh

[PAY AND APPLY](#) [PUBLIC NOTICES](#) [FEEDBACK](#) [TRANSLATE](#)

# HOW TO PAY THE FINE FOR A CODE VIOLATION

Did you get a trash or snow and ice "Green Ticket" from the City? Here's how to pay the fine:

[ONLINE](#) [BY MAIL](#) [IN PERSON](#)

HOME DEPARTMENTS PUBLIC WORKS **HOW TO PAY THE FINE FOR A CODE VIOLATION**

Last updated: 1/14/19

STEP 1

**BEFORE YOU GET STARTED**

Through our portal, you can search by your ticket number and make a

CONTACT:

PUBLIC WORKS

617-635-4800

CITY of BOSTON

Mayor Martin J. Walsh

[PAY AND APPLY](#) [PUBLIC NOTICES](#) [FEEDBACK](#) [TRANSLATE](#)

# HOW TO APPEAL A CODE VIOLATION

Did you get a trash or snow and ice "Green Ticket" from the City? You have the option to make an appeal online or request an in-person hearing.

HOME DEPARTMENTS PUBLIC WORKS **HOW TO APPEAL A CODE VIOLATION**

Last updated: 12/7/18

STEP 1

**GET YOUR INFORMATION TOGETHER**

1 NEED TO KNOW:

If the fine is upheld after your appeal and you still disagree with the decision, you have 10 days to appeal to the Boston Housing Court at:

CITY of BOSTON

Mayor Martin J. Walsh

[PAY AND APPLY](#) [PUBLIC NOTICES](#) [FEEDBACK](#) [TRANSLATE](#)

HOME DEPARTMENTS PUBLIC WORKS **HOW CODE ENFORCEMENT WORKS IN BOSTON**

Last updated: 1/10/18

COMMON ISSUES

APPEALING A GREEN TICKET

CODES ENFORCED BY THE POLICE

The Code Enforcement Police enforce state and City sanitary codes. The police patrol the City on foot, bike, and car.

**COMMON CODE ENFORCEMENT ISSUES**

Still have questions? Contact:

PUBLIC WORKS

1 617-635-4800

2 PUBLICWORKS@BOSTON.GOV

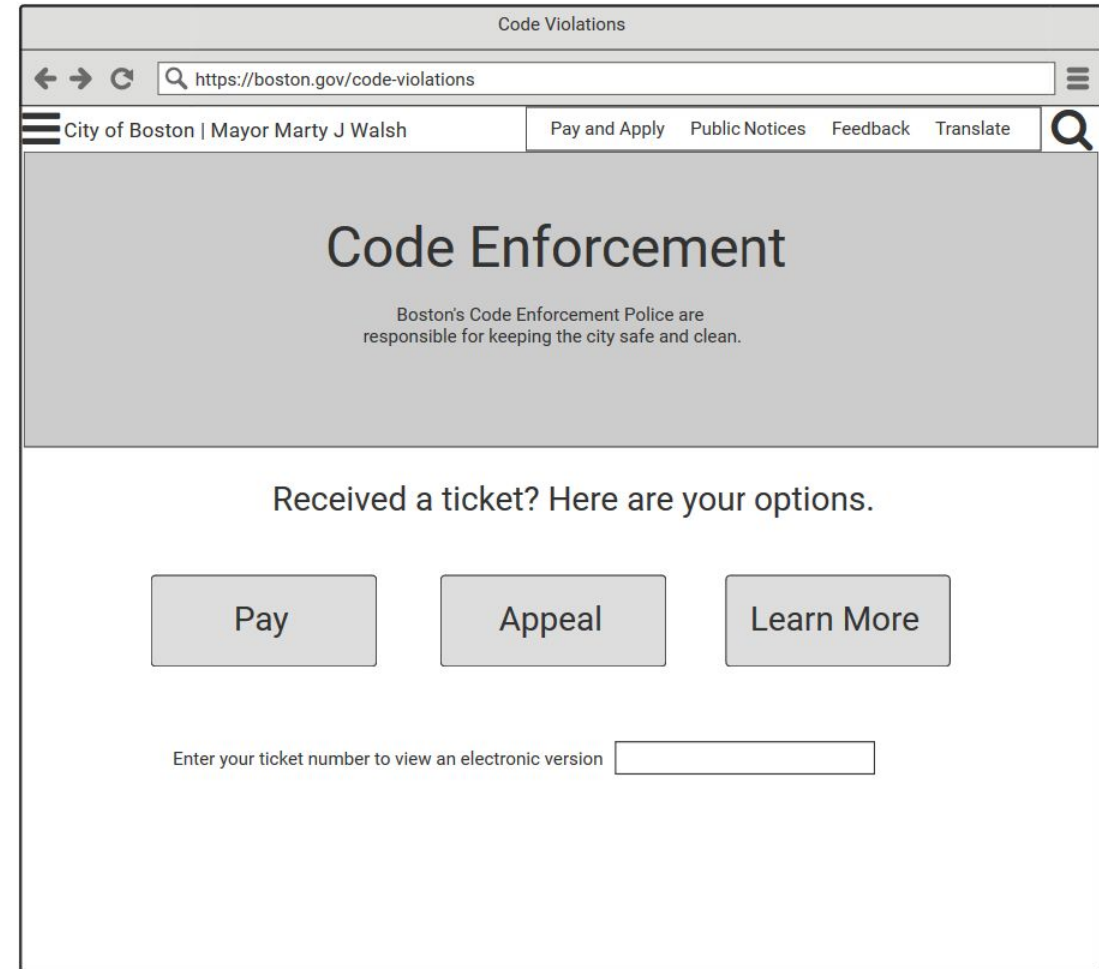
3 1 CITY HALL SQUARE  
ROOM 714  
BOSTON, MA 02201-2024  
UNITED STATES

# After

*Redo flow*

| Electronic ticket

| Unified landing page



2 iterations

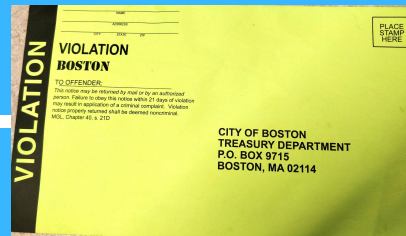
4 user tests

# Implementation

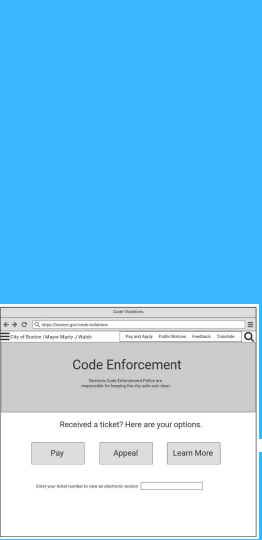
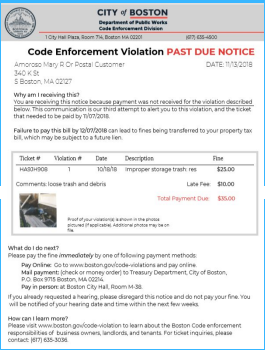
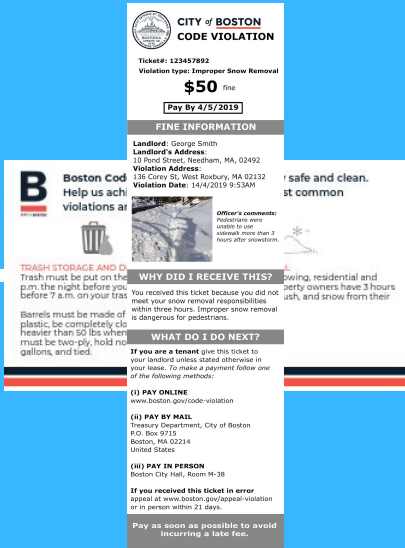
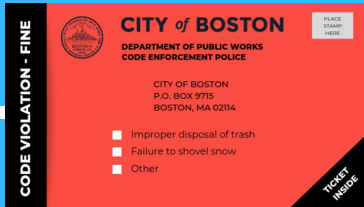
# Timeline of Implementation

	Stage 1	Stage 2	Stage 3	Stage 4
Ticket	Backend Checks	Launch	-	Continued Evaluation
Envelope	Plan Pilot	Launch Pilot	Decide Final Color + Launch	
Inserts	-	Launch	-	
Letters	Collaborate with Treasury	Launch	-	
Website	Work with Digital Team to Launch	-	-	

# JI-YUN'S OLD JOURNEY



# JI-YUN'S NEW JOURNEY





# Ji-Yun

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"OOPS, I SHOULD HAVE  
SHOVELED THIS WEEK. GOTTA  
PAY THIS TICKET ONLINE."



**Thanks!**

