

Merit Rating Board

Board Meeting

Wednesday, October 30, 2019

Agenda



- ***MRB Overview (Emphasis on Quality Control Work Queues)***
- MRB Ongoing Process Improvements

MRB Business Units

Document Control

- Receives, processes, and delivers all incoming and outgoing mail to MRB units
- Scans citation documents

Citation Processing

- Applies motor vehicle violation citations transactions from police, courts, and violators to driving records
- Updates and corrects citations

Quality Control

- Verifies the integrity of citation records applied to ATLAS
- Resolves issues requiring quality control intervention to post to driving records

CMVI Payments

- Processes payment transactions received from violators for court filing fees, infractions, late fees, etc.
- Updates and corrects payments

Customer Service

- Maintains telephone and walk-in services for customers with questions or complaints regarding a driving record

Insurance Services

- Supports new and existing MA automobile insurers by providing instructions and guidance regarding policies, procedures, and Safe Driver Insurance Program requirements

MRB Citation Partners

MA Police Departments

- Police officers issue citations for drivers who violate traffic laws
- Police departments send MRB citations for traffic law violations, which MRB applies to the specified violator's driving record
- Drivers who have received citations for civil violations send MRB payments for violations or requests for hearings, along with copies of their citation

MA Court System

- Court system hears drivers who have received citations for criminal violations before a clerk magistrate, who decides whether to issue a criminal complaint, which could lead to a trial by jury
- Court system sends MRB criminal complaints and dispositions, which MRB uses to update the specified violator's driving record

MRB Operations: Sources of Information for Traffic Law Violations

Courts

- Police departments send criminal citations to courts
- After trial, courts send dispositions with charges and penalties to MRB

Violator

- Violator can request a hearing and pay the court filing fee or can pay the citation
- Payments can be made online, mail, or in-person at a service center

Police

- Police officer writes a paper citation or fills out an e-Citation
- Police officer provides a copy to the violator at the time of offense
- Citations are mailed or electronically transmitted to MRB

MRB Operations: Documents Received and Quality Control Items Worked

Table 1: Volume of Incoming Documents

Unit	Type	Item	July	August	September
Citation Processing	Paper	Court Results	5,876	6,346	5,095
		Police Citations	12,547	12,079	9,534
		Hearing Requests	6,825	5,624	5,829
		Violator Payments	3,717	3,477	3,321
		Subtotal Paper	28,965	27,526	23,779
	Electronic	Court Results	15,906	16,265	16,290
		e-Citation (Police)	28,724	30,305	27,370
		Subtotal Electronic	44,630	46,570	43,660
		Total Incoming	73,595	74,096	67,439

Table 2: Volume of Quality Control Open Items Generated

Unit	Type	Item	July	August	September
Quality Control	Work Item	Open Items Created	6,417	5,172	3,383
		Open Items Resolved	7,650	8,144	10,324

MRB Operations: *Common Issues and Bottlenecks*

Citation Processing

- Illegible handwriting on citations
- Use of old traffic violation codes that are no longer active
- Driver cannot be found in the ATLAS system (i.e., non-driver account must be created)



Quality Control

- Missing information (e.g., citation number not included)
- Incorrect information (e.g., keystroke error)
- Mismatched information (e.g., criminal charges are amended during trial)

Agenda

- MRB Overview (Emphasis on Quality Control Work Queues)
- ***MRB Ongoing Process Improvements***

MRB Ongoing Process Improvements



1

Transmission of Citations

2

Transmission of Court Documents

3

Citation Processing Work Queues

4

Quality Control Work Queues

Massachusetts Uniform Citation

Paper Citation

Legibility

RMV COPY (IF CIVIL) OR COURT COPY (IF CRIM.)

MASSACHUSETTS UNIFORM CITATION

DATE WRITTEN (MM/DD/YYYY) 09/10/17		AGENCY CODE		OFFICER ID NUMBER 2020		COURT CODE 1X		TYPE OF CITATION T1	
MOTOR VEHICLE LICENSE NO. OF VIOLATOR		STATE MA		CLASS D		CDL LICENSE <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		RACE H	
VIOLATOR NAME (Last)		(First)		SEX M		NON-INVENTORY MV SEARCH <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		ADDRESS	
ADDRESS		CITY/TOWN		STATE MA		ZIP		PLATE TYPE Van	
VEHICLE REGISTRATION NO. (2)		STATE MA		YEAR 06		MAKE AND TYPE Honda Accord		COLOR Red	
OFFENSE DATE (MM/DD/YYYY) 09/10/17		LOCATION OF OFFENSE (Highway #, St. Hwy, City or Town) Walker St @ Bgby		TIME OF OFFENSE 6:05 PM		CRASH <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		18+ PASSENGERS <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
CHARGED/AS 90/14		<input type="checkbox"/> CRIM <input checked="" type="checkbox"/> CIVIL		DESCRIPTION OF OFFENSE failure to stop for police		ASSESSMENT 30		JUDGMENT	
90/18		<input type="checkbox"/> CRIM <input checked="" type="checkbox"/> CIVIL		failure to yield sign		40		COMMENT	
D. SPEEDING <input type="checkbox"/> 90/17 <input type="checkbox"/> 90/18		CIVIL		MPH IN A		MPH ZONE		POSTED <input type="checkbox"/> POSTED <input type="checkbox"/> CLOCKED <input type="checkbox"/> NOT POSTED <input type="checkbox"/> RADAR <input type="checkbox"/> LIDAR <input type="checkbox"/> ESTIMATED	
SPEEDING ASSESSMENTS INCLUDE A \$50 HEAD INJURY SURCHARGE								TOTAL DUE \$175	
OFFICER CERTIFIES		<input checked="" type="checkbox"/> ALL CIVIL INFRACTIONS (See instruction A on back)		<input type="checkbox"/> CRIMINAL APPLICATION (See instruction B on back)		<input type="checkbox"/> ARREST <input type="checkbox"/> WARNING (No action required)		DOCKET NUMBER	
OFFICER CERTIFIES		<input type="checkbox"/> IN HAND TO VIOL.		<input type="checkbox"/> MAILED TO VIOL.		<input type="checkbox"/> IN HAND TO VIOLATOR'S AGENT		COURT ADDRESS	
VIOLATOR/AGENT ACKNOWLEDGES RECEIPT OF CITATION		AGENT NAME		AGENT'S LICENSE NUMBER & STATE		Civil/Criminal Code Mismatch			

1. Transmission of Citations

- **Paper Citations:** Mailed to MRB from police departments. Must be opened, batched, scanned, and manually keyed into ATLAS by MRB staff.
 - 30% of all citations received in 2019 YTD were paper.
 - Most police departments exclusively send paper.
- **e-Citations:** Transmitted electronically by police departments. Processed automatically by ATLAS.
 - 70% of all citations received in 2019 YTD were received electronically.
 - Approximately 50 police departments use e-Citation, including: the State Police (92% electronic), Billerica (97%), Boston (22%), Lowell (78%), New Bedford (68%), and others.

Timeliness

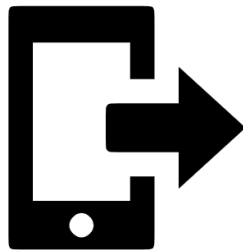
e-Citations arrive much faster than paper citations and do not require manual batching, scanning, or keying to post and update driving records. Delays in mailing citations, processing work queues, and entry errors delay citations posting.

Accuracy

Inaccuracies on either type of citation can cause delays in posting violations to a driving record, either in the posting of the citation or the posting of court documents if information between the two sources mismatched.

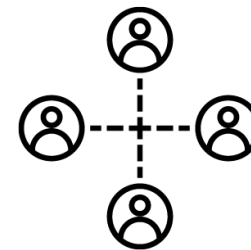
1. Solutions: *Transmission of Citations*

Adoption of e-Citation



Identify resources and support to accelerate implementation of e-Citations

Coordination with Courts and Police



Address instances where outdated codes are used on paper citations

Massachusetts Uniform Citation

e-Citation



MASSACHUSETTS UNIFORM CITATION



DATE WRITTEN (MM/DD/YY) 09 21 19		AGENCY CODE [REDACTED]	OFFICER I.D. NUMBER [REDACTED]	COURT CODE [REDACTED]	TYPE OF VIOLATOR <input checked="" type="checkbox"/> OPERATOR <input type="checkbox"/> OWNER <input type="checkbox"/> PASSENGER <input type="checkbox"/> BICYCLIST		[REDACTED]		
VIOLATOR	MOTOR VEHICLE LICENSE NO. OF VIOLATOR [REDACTED]			STATE MD	CLASS	CDL LICENSE <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	RACE U	SEX M	NON-INVENTORY MV SEARCH <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	VIOLATOR NAME (LAST) [REDACTED]			(FIRST) [REDACTED]		(INITIAL) [REDACTED]		BIRTH DATE (MM/DD/YY) [REDACTED]	
	ADDRESS [REDACTED]			CITY / TOWN [REDACTED]			STATE [REDACTED]	ZIP [REDACTED]	
MV	PLATE TYPE CON	VEHICLE REGISTRATION NO. [REDACTED]	STATE [REDACTED]	YEAR 2013	MAKE AND TYPE [REDACTED]	COLOR WHI	CDL VEHICLE <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	16+ PASSENGERS <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	PLACARDED HAZMAT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	OFFENSE DATE (MM/DD/YY) 09 21 19		LOCATION OF OFFENSE (include #, st, hwy, city or town) [REDACTED]				TIME OF OFFENSE 07:41 <input checked="" type="checkbox"/> AM <input type="checkbox"/> PM		CRASH <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
OFFENSE(S)	A. CHAP/SEC/SUB 89/7C		CIVIL	DESCRIPTION OF OFFENSE EMERGENCY VEHICLE, OBSTRUCT STATIONARY				ASSESSMENT \$ 105.00	
	B.							\$	
	C.							\$	
	D. SPEEDING 90/17/A		CIVIL	MPH IN MPH 75 A 55 ZONE	<input checked="" type="checkbox"/> POSTED <input type="checkbox"/> NOT POSTED	<input type="checkbox"/> LIDAR	<input checked="" type="checkbox"/> CLOKED <input type="checkbox"/> RADAR	<input checked="" type="checkbox"/> ESTIMATED	\$ 205.00
SPEEDING ASSESSMENTS INCLUDE A \$50 HEAD INJURY SURCHARGE AND VIOLATIONS OF M.G.L. CHAPTER 89 AND 90 INCLUDE A \$5 SURCHARGE FOR THE PUBLIC SAFETY TRAINING FUND							TOTAL DUE \$ 310.00		
CITATION TYPE <input checked="" type="checkbox"/> ALL CIVIL INFRACTIONS <input type="checkbox"/> CRIMINAL APPLICATION <input type="checkbox"/> ARREST <input type="checkbox"/> WARNING									
OFFICER CERTIFIES <input checked="" type="checkbox"/> IN HAND TO VIOL. <input type="checkbox"/> MAILED TO VIOL. <input type="checkbox"/> IN HAND TO VIOLATOR'S AGENT									
OFFICER CERTIFIES THAT THIS CITATION WAS ISSUED ON THE DATE WRITTEN TO THE NAMED VIOLATOR				AGENT NAME					
[REDACTED] /s/ [REDACTED] OFFICER ELECTRONIC SIGNATURE				AGENT'S LICENSE NUMBER & STATE					
COURT ADDRESS									

**NOTICE TO VIOLATOR
SEE BELOW FOR INSTRUCTIONS**

2. Transmission of Court Documents



- **Incongruous Information Needs:** Courts and RMV require some information that the other does not.
- **Missing Information:** Citation numbers are a required unique identifier for MRB operations.
- **Amended Charges:** ATLAS was not previously configured to distinguish between charges amended by the courts and charges that were altered in error.

Timeliness

Resolving errors generated by missing or mismatched information can delay the posting of court results to driving records and any required action by RMV.

Accuracy

Resolving errors generated by missing or mismatched information requires research and frequent calls to the court clerks.

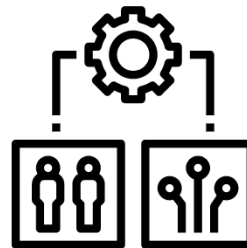
2. Solutions: *Transmission of Court Documents*

Courts Partnership



Implement one-time and ongoing resolutions to mitigate error creation

IT Resolutions



Reduce errors from mismatched adjudicated offenses

Internal MRB Policy Changes



Implement procedures for handling amended charges

3. Citation Processing Work Queues



- **Difficulty in Reading Paper Citations:** Due to either police handwriting or scan quality, many citations are difficult to decipher.
- **Missing or Incorrect Information:** Required fields on many citations are blank or have incorrect information.
- **Volume of Partner Inquires:** Staff regularly field inquiries from hearing officers, courts, and service centers.

Timeliness

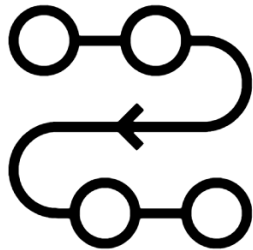
The speed in which staff are able to manually key information from citations into ATLAS varies based on comfort with interface, disruptions in workflow, and legibility of police handwriting.

Accuracy

For a citation to post to a driving record, required fields on the citation need to be correctly filled. Incomplete/ inaccurate information in fields, as well as human error in manual keying or interpretation of violation codes, create errors that delay posting to driving records.

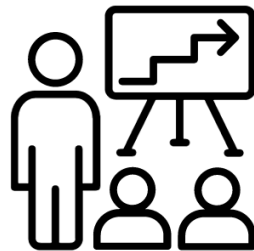
3. Solutions: *Citation Processing Work Queues*

Process Improvements



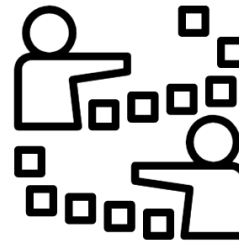
Revamp outdated policies and increase communication with critical partners

Training and Team Meetings



Create job aides and communication channels between management and staff

Coaching



Implement individual action plans to address outstanding obstacles and/or issues

Additional Support



Leverage additional support from other units, as needed, to help key citations

4. Quality Control Work Queues

Substantial efforts over the past three months have significantly reduced the number of open items from 22,000* to under 12,500. While on average the Quality Control unit completes hundreds of items each day, new errors are also created daily.

- **Multiple Sources and Types of Errors:** Open items can stem from data entry errors, missing or mismatched information, conflicting amended charges, and conflicting violation codes.
- **Challenges in Prioritization:** Until July 2019, MRB had no way to assess which open items involved the most serious offenses.

Timeliness

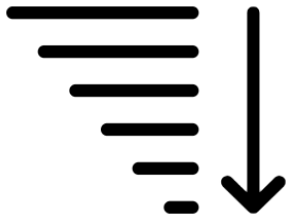
Resolving errors generated by missing or mismatched information can delay the posting of court results to driving records and any required action by the RMV. A backlog of errors delays resolution.

Accuracy

The primary purpose of the Quality Control unit is to resolve inaccuracies identified in traffic law citations and court results that affect operators' driving records.

4. Solutions: *Quality Control Work Queues*

Prioritization



Identify and assign open items with the most serious offenses

Partnerships



Collaborate with MA Court System to minimize risks

ATLAS IT System Fixes



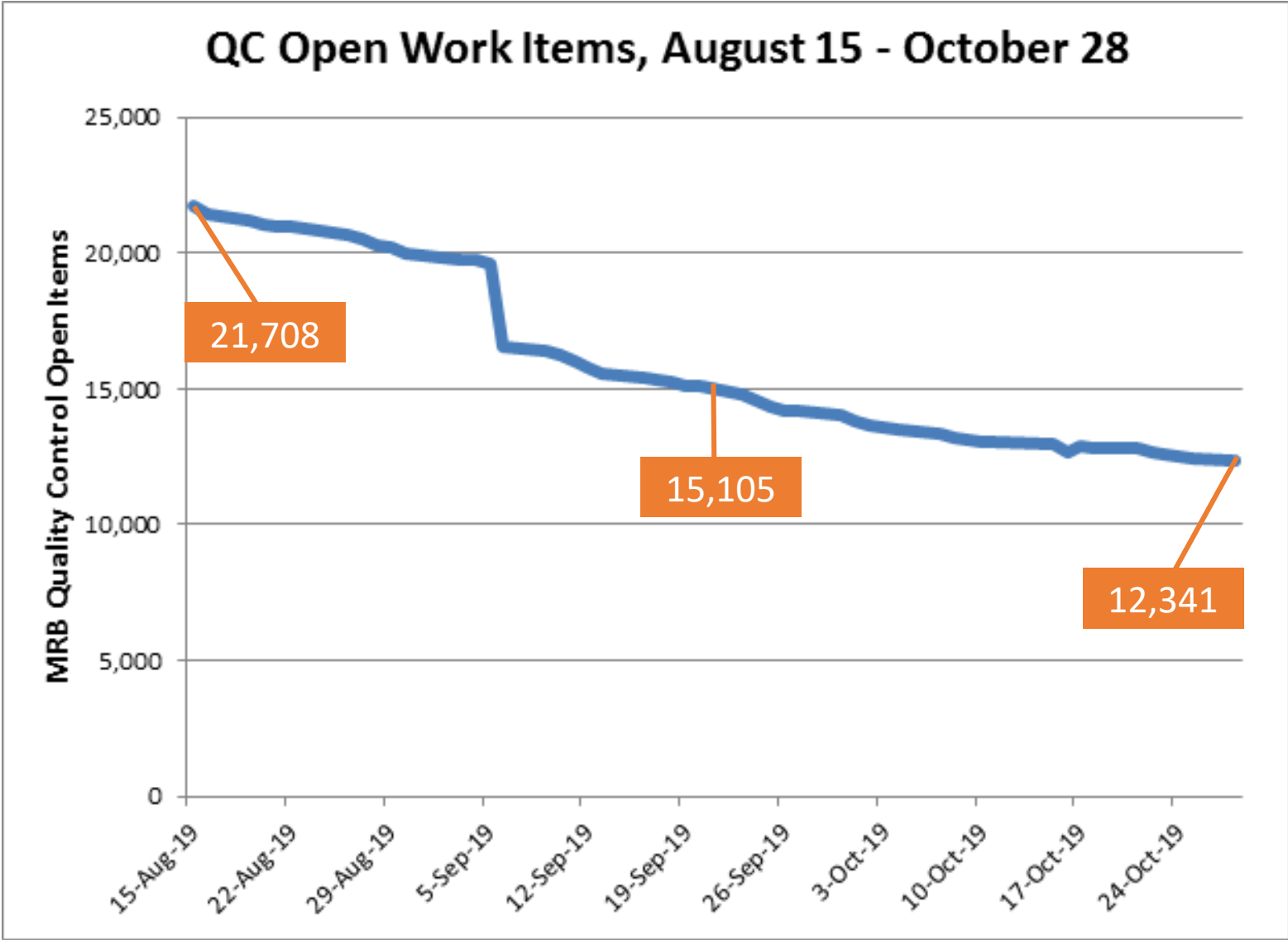
Modify data processing rules to increase automatization

Staffing



Authorize additional hours and reassign staff to support with open items

Current Status and Progress: *Quality Control Work Queues*

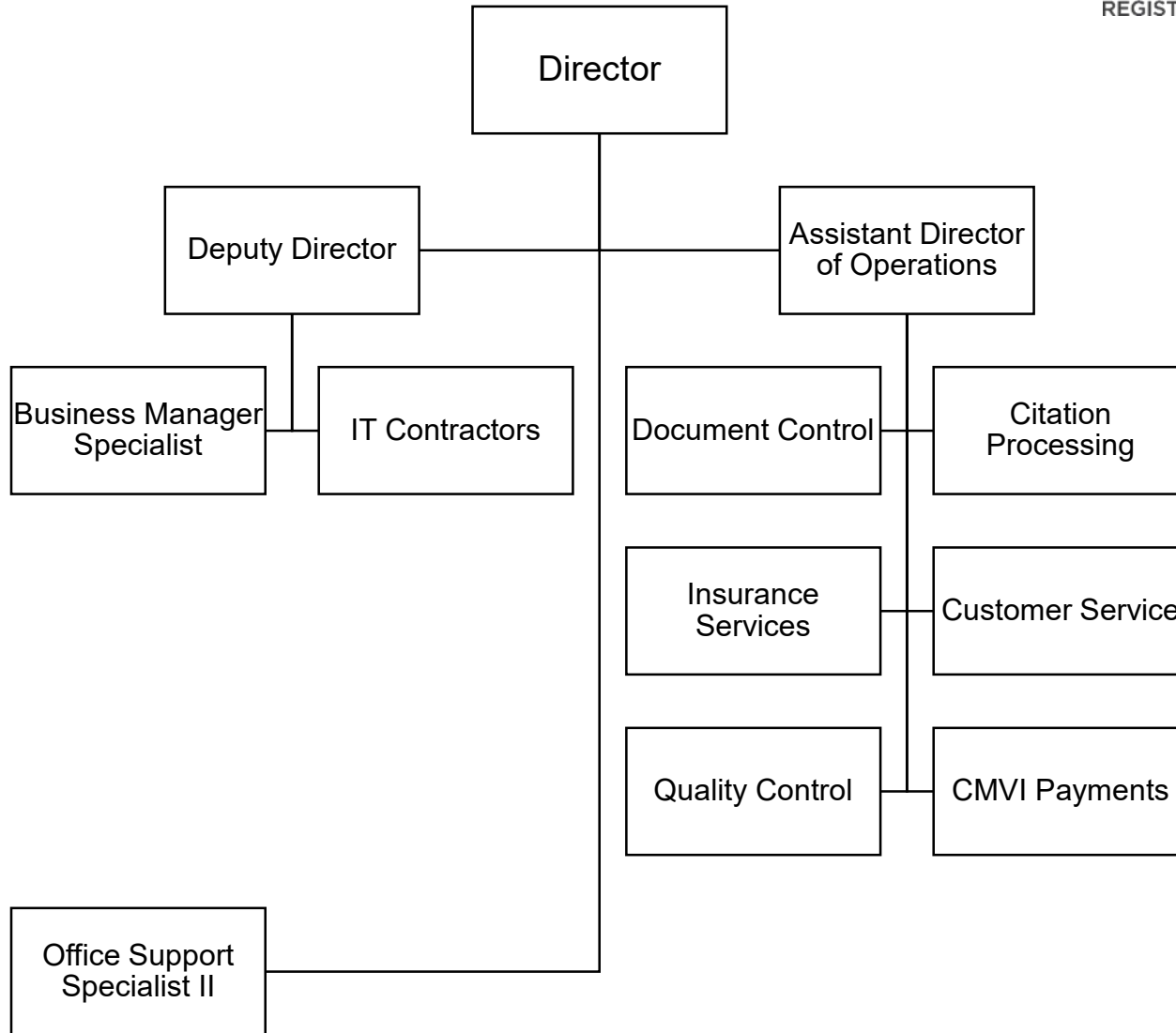


Thank you

Appendix

- Organizational Chart
- Types of Quality Control Open Items
- Example of a Citation Error

Organizational Chart



Types of QC Open Items *(Illustrative)*

QC open items can stem from (a) missing or incorrect required information on any document sent to the MRB by police, courts, or violators and (b) mismatched information between documents. Some open items can be resolved using information available in ATLAS, while others require research and communication with external partners and consequently take much longer to resolve.

Missing Information

Example: Citation numbers

MRB uses the citation number from the original police citation is used as a unique identifier to associate an individual violator, the specific incident, and the court disposition. When the courts do not include the citation number in their transmission, MRB cannot apply the disposition to the violator's driving record without conducting research to identify the correct violator and specific incident.

Incorrect Information

Example: Handwriting

Handwriting on paper citations can be difficult to read and interpret.

Example: Incorrect digits

Handwritten drivers' license numbers, registration numbers, etc. that are missing digits require QC resolution.

Example: Keystroke error

When manually keying citations, Citation Processing unit makes occasional keystroke typos that require QC resolution.

Mismatched Information

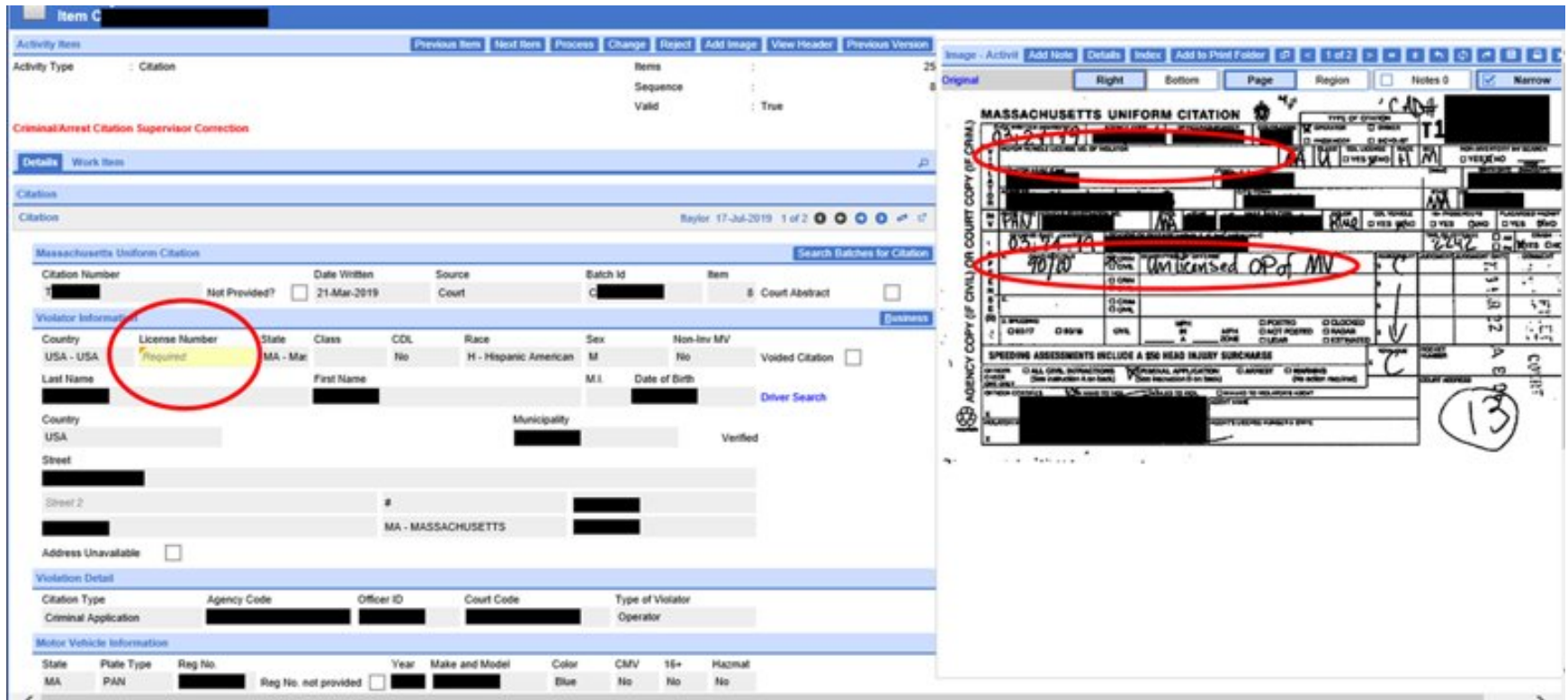
Example: Amended charges

Police or courts may amend criminal charges listed on citations before or during trial. QC resolution is required when courts send dispositions to MRB with different charges from the original citation to determine if the charge was intentionally amended or a data error.

Example: Driver's Licenses

QC resolution is required when police write current driver's license numbers on citations and courts provide MRB with old driver's license number from a violator's existing record.

Examples of a Citation Error



The image displays two examples of citation errors. On the left is a screenshot of a web-based citation management system. On the right is a scan of a physical citation form with handwritten annotations.

Web Interface Screenshot:

- Item C** (Redacted)
- Activity Type:** Citation
- Item:** 25
- Sequence:** 1
- Valid:** True
- Message:** Criminal/Arrest Citation Supervisor Correction
- Massachusetts Uniform Citation:**
 - Citation Number:** [Redacted]
 - Date Written:** 21-Mar-2019
 - Source:** Court
 - Batch Id:** C [Redacted]
 - Item:** Court Abstract
- Violator Information:**
 - Country:** USA - USA
 - License Number:** [Redacted] **Required** (circled in red)
 - State:** MA - MA
 - Class:** MA - MA
 - CDL:** No
 - Race:** H - Hispanic American
 - Sex:** M
 - Non-Inj MV:** No
 - Voided Citation:**
- Violation Detail:**
 - Citation Type:** Criminal Application
 - Agency Code:** [Redacted]
 - Officer ID:** [Redacted]
 - Court Code:** [Redacted]
 - Type of Violator:** Operator
- Motor Vehicle Information:**
 - State:** MA
 - Plate Type:** PAN
 - Reg No.:** [Redacted]
 - Reg No. not provided:**
 - Year:** [Redacted]
 - Make and Model:** [Redacted]
 - Color:** Blue
 - CMV:** No
 - 16+:** No
 - Hazmat:** No

Physical Citation Form:

- Form Title:** MASSACHUSETTS UNIFORM CITATION
- Handwritten Annotations:**
 - Red circles around the citation number and the violation description "90/10 Unlicensed Op of MV".
 - Handwritten "13" in a circle at the bottom right.
- Form Fields:** Includes fields for citation number, date, source, violator information, and vehicle information.