COMMONWEALTH OF MASSACHUSETTS
Executive Office of Public Safety and Security
Performance Report

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January 15, 2014

Message from the Secretary of the Executive Office of Public Safety and Security

I am pleased to provide the Commonwealth of Massachusetts this performance report for the Executive Office of Public Safety and Security (EOPSS). This report provides to the Commonwealth a review of our work highlighting both the successes experienced within EOPSS and areas in which we continue to adjust strategies to improve safety across the state.

The Executive Office of Public Safety and Security has actively worked with its agencies, boards, and commissions to implement policies and programs to improve the Commonwealth's public safety and security. In addition, EOPSS has participated in training to support the MassResults performance management initiative fostering the creation of a consistent strategic planning and performance reporting process.

The innovative work completed by EOPSS with the Pew/MacArthur Results First Initiative has greatly improved our understanding of the impact of programming within the Department of Correction on recidivism rates, and will enhance effectiveness by targeting funding toward programs with the most evidence of success.

EOPSS agencies continue to enhance partnerships with municipal and private partners to address crime and violence resulting in continued low rates of incidents. Adjustments to grant programs focusing on decreasing crime have occurred to ensure funding is targeted to the communities and populations most at risk.

We are pleased that through the combined efforts of our agencies, local police, community based organizations, the judiciary, and the people of Massachusetts, homicides have reached historic lows, violent crime is at the lowest rate since 1978, and we are making progress in lowering the recidivism rate. We are working hard to promote a safe environment for those who live, work, and travel in the Commonwealth. While we are encouraged by these improvements, we are reminded about the fragility of our safety by events such as the Boston Marathon bombing, and understand that there are communities throughout the Commonwealth that continue to struggle with violent crime and the fear and trauma associated with it.

We look forward to implementing new initiatives in reentry, and strengthening our current crime prevention efforts in 2014, and we will continue to monitor our progress to our collective public safety goals.

Andrea J. Cabral
Secretary for the Executive Office of Public Safety and Security
Commonwealth of Massachusetts

Contents

Overview

The Executive Office of Public Safety and Security (EOPSS) facilitates policy development and provides budgetary oversight of secretariat agencies, independent programs and several boards working to prevent crime, increase homeland security preparedness, and ensure the safety of residents and visitors in the Commonwealth. EOPSS operates with four undersecretaries overseeing the following program areas:

- Department of Correction
- Department of Criminal Justice Information Services
- Department of Fire Services
- Department of Public Safety
- Department of State Police
- Massachusetts Emergency Management Agency
- Municipal Police Training Committee
- National Guard
- Office of Grants and Research
- Office of the Chief Medical Examiner
- Parole Board
- Sex Offender Registry Board
- State 911 Department

Mission

The Executive Office of Public Safety and Security oversees agencies, boards and commissions as well as implements policies and programs that provide for the Commonwealth's public safety and security.

Vision

People have a strong sense of personal and public security because of a collaborative, efficient public safety community that reduces risk and promotes a safe environment for those who live, work, and travel in the Commonwealth.

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Values

EOPSS strives to enhance its effectiveness through enhanced efficiencies. As it works towards reaching its goals, EOPPS will use the following values to guide its work.

Innovation:	Improving the assessment of risks and solutions through science and evidence-based practices.
Effectiveness:	Targeting funding and staff resources on initiatives with the greatest likelihood of creating and sustaining impact.
Partnerships:	Creating linkages among and between public safety partners to maximize efforts and produce results that enhance safety.
Transparency:	Enhancing information sharing to strengthen partnerships to foster collaboration and cooperative solutions.
Leadership:	Promoting internal leadership that supports proactive and creative programming.

Significant Achievements

The following provides an overview of the achievements of EOPSS during the past year.

Program and Funding Highlights

- Implemented the Pew - Results First assessment to determine prison program cost effectiveness model.
- EOPSS continued to fund programs to address crime and public safety such as the Charles Shannon Community Safety Initiative and Municipal Police Staffing grant programs, utilizing competitive processes that emphasize relevant crime data impacting recipient communities

Legislative Reforms

- *Habitual Offender reform*
  - Reform enhanced penalties for serious habitual offenders.

- *Drug offense sentencing reform*
  - Reduced the weights and sentence structure for minimum mandatory sentences for 94C drug offenses and allowed a cohort of offender currently serving these sentences to be parole eligible

- *Reduction of school zone footage for drug distribution crimes*
  - Reduced the school zone from 1,000 to 300 feet and allows the charging of school zone violations for offenses occurring between the hours of 5 a.m. and midnight only.

- *Reform of eligibility criteria for inmate work release*
  - Establishes work release eligibility for inmates serving a minimum mandatory sentence for drug distribution and trafficking offenses.

- *Increased earned good time for inmate program participation*
  - Increased inmate's eligibility for earned sentence credits for participating in educational, vocational and treatment programs from 2 ½ to 5 days per month per program, from 7 ½ to 10 days per month total, and with the possibility of up to 10 additional days for each long term program.

- ***Reform of the Parole Board***
    - Allows the Governor to remove a Parole Board member for cause. Requires the appointment of candidates with specific expertise, such as victim advocacy and psychology. Requires new Parole Board members to participate in extensive training within 90 days of their appointment. Requires a 2/3 vote of the Board to grant parole to someone serving a life sentence. Also requires the use of a risk needs assessment in determining eligibility for parole.

Changes in Priority Areas

The following shows changes the state has experienced in areas that affect the safety and security of those that live, work, and travel in the Commonwealth.

The chart below shows the decline in homicides Massachusetts has experienced since 2008.

**Chart 1:   Massachusetts Homicide 2008 - 2012**
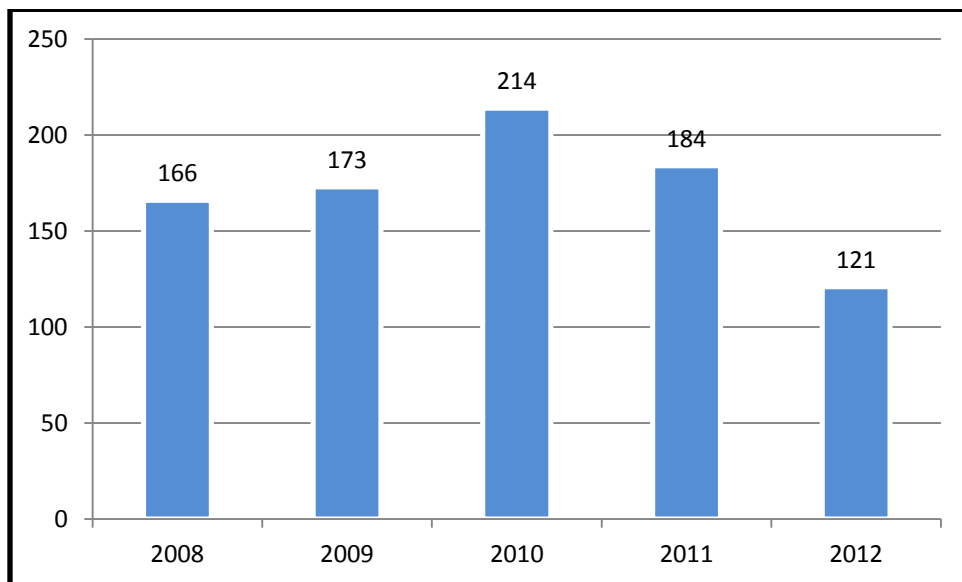
In only one instance since 1965 have homicides been lower than 2012. Initial indications are that Massachusetts homicide totals in 2013 will be similar or slightly higher than 2012 homicide totals, but still well below levels prior to 2011.[1]

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[1] Not all communities have submitted 2013 data, in April of 2014 EOPSS will update the data. It appears that homicides in Boston were higher in 2013 than in 2012: this will likely increase the number of overall homicides.

The chart below shows the decline in violent crimes Massachusetts has experienced since 2008.

Chart 2:   Massachusetts Volume of Violent Crime 2008 - 2012
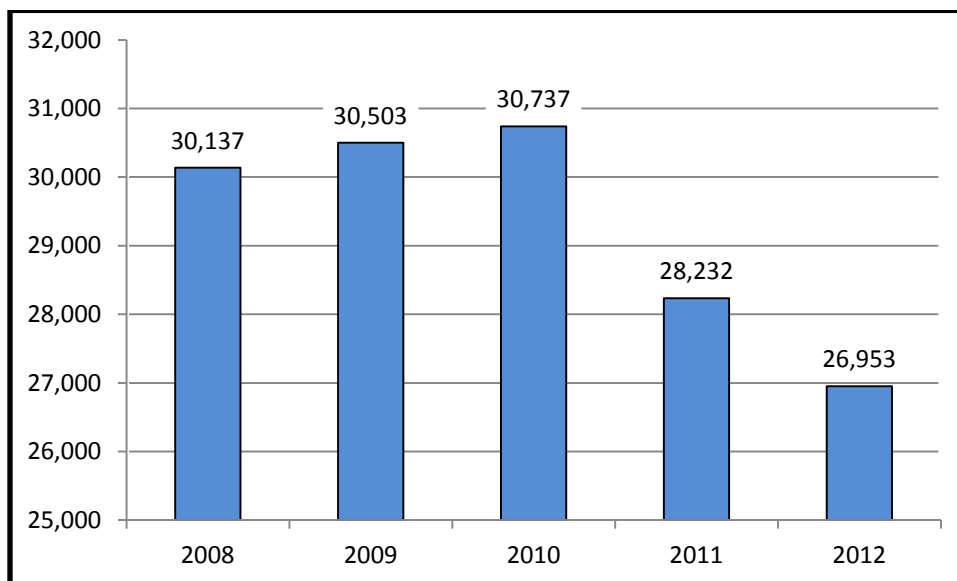
Violent Crime in Massachusetts is at the lowest levels since 1978.   Initial indications show that violent crime volume will continue its trend down in 2013[2].

The table below shows the changes in prison population and recidivism rates during the past three years, each of which are experiencing decline.

**Table 1:   Massachusetts Prison Population and Recidivism Rates**

	2010	2011	2012
Number of Inmates in DOC custody	11,163	11,468	11,130
Massachusetts Recidivism Rate	41%	43%	39%

Decreasing the number of inmates in Department of Correction (DOC) custody and the recidivism rates is central to the vision and mission of the DOC and one of the central goals of EOPSS. There are currently several new initiatives in place within the DOC and with external agencies and partners to identify evidence-based programs to serve populations inside prison and upon their release.

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[2] Not all communities have submitted 2013 data, in April of 2014 EOPSS will update the data.

The chart below shows the decline in injuries resulting from traffic crashes Massachusetts has experienced since 2008.

Chart 3:   Massachusetts Motor Vehicle Crash Injuries 2008 - 2012
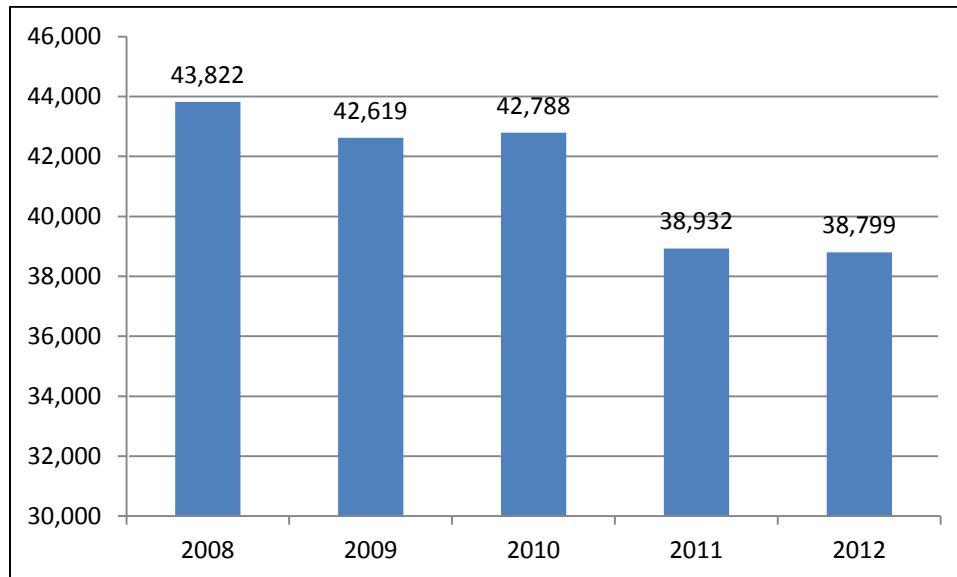
Motor vehicle crash injuries are down 11.5% from 2008 and down 32.5% from 2003 when there were 57,455 injuries.

Achievements toward Specific Goals

The EOPSS goals span the most critical areas of public safety. EOPSS strives to reach its goals by supporting its agencies and boards; providing oversight and management of grant funding; and developing policies and legislative initiatives that align with strategies to improve public safety in the Commonwealth.

At the executive level, EOPSS will use its resources to better assess and reduce identified risks, use its funding and manage grants more efficiently, and enhance information sharing through partnerships to ensure efficient and effective programming across the public safety community.

EOPSS Goals

- *Reduce Crime*
- *Reduce the Prison Population*
- *Reduce Recidivism*
- *Improve Administration of Justice/ Public Safety*
- *Reduce Injuries and Fatalities Related to Traffic Crashes*
- *Ensure that Fire, Police, and Emergency Management Officials Receive Proper Training*
- *Reduce Unintentional Injuries and Fatalities*
- *Enhance Homeland Security Capabilities and Response*

The following provides a review of the goals[3], actions, and measures and provides information on the progress made by EOPSS agencies toward achieving the goals.

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[3] The original strategic plan had a single goal for reducing the prison population and reducing recidivism. Each of the two goals were complex therefore, EOPSS split the larger goals into two goals – one for reducing the prison population and a separate one for reducing recidivism.

Goal 1: Reduce Crime

Measures	Current Period	Prior Period	Trend	Target	Status towards Target	Comments
Number of violent crimes[4]	26,953	28,232	Improving	Reduce by 10% each year	◇	Violent crimes are murder and non-negligent manslaughter (less than 1%), forcible rape (6%), robbery (24%), and aggravated assault (69%).
Number of property crimes[5]	143,089	148,829	Improving	Reduce by 10% each year	◇	Property crimes are burglary (24%), larceny-theft (69%), and motor vehicle theft (6%).
Number of homicides[6]	121	184	Improving	Reduce by 10% each year	●	Homicides were down 34% in 2012. Only once since 1965 did MA have a lower homicide total.
Number of violent injuries[7] (stabbing/sharp instrument and gunshot wounds treated at hospital and reported to DPH)	1,979	1,993	Stable	Reduce by 10% each year	■	The Department of Public Health is working to increase the numbers of hospitals that report these injuries in an effort to produce consistent and reliable data.

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

- Increase police presence and partnerships at the municipal level to decrease crime.
- Increase the use of innovative and evidence-based practices with state and municipal agencies.
- Employ Predictive and Intelligence Led policing models.
- Target grant programs at the most vulnerable areas in the state.
- Use Shannon, Violence Against Women Act, Office of Juvenile Justice Delinquency Prevention, and other federal and state grant funding to support data driven approaches to crime prevention.

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[4]Federal Bureau of Investigation, Uniform Crime Reports Table 4 - Crime in the United States by Region, Geographic Division, and State; 2012, 2011 and 2010.
[5]Ibid.
[6]Ibid.
[7] Massachusetts Weapons Related Injury Surveillance System. Gunshot and Sharp Instrument Cases, 1994-2012.

- Increase services to proven and at-risk youth.
- Increase education on self-protection.
- Provide intensive pre-release services to increase the likelihood of successful reentry.
- Improve access to re-entry programming.
- Increase the number of offenders using community-based pre-release facilities to better prepare inmates for reentry, increasing the chances of individual success and reducing recidivism.
- Increase the use of post release supervision as a tool to reduce crime and recidivism.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- During the past two years, EOPSS has collaborated with other secretariats (Executive Office of Health and Human Services, Executive Office of Labor and Workforce Development, and the Executive Office of Education) along with municipalities and private sector agencies to coordinate both funding and program development to promote evidence based practices aimed at reducing youth violence.
- Violent crime has experienced reductions over the past five years, and in 2012 crime reached historic lows.
- In early 2013, violent crime began to increase prompting EOPSS to work with Shannon and Safe and Successful Youth Initiative grantees creating flexibility with work plans to focus funding toward the locations and issues most in need of services. This effort appears to have produced results during the final six months of 2013 as the number of incidents has decreased. While crime numbers are preliminary, the number of Boston youth homicides appears that it will be lower than in 2012.
- EOPSS has increased efforts to coordinate activities between communities and community based agencies to reduce violence by supporting listening and information sharing sessions.
- Amended the list of crimes for which a prosecutor can move for pre-trial detention based on dangerousness to include charges of illegal possession of a firearm, illegal possession of a machine gun or sawed off shotgun and illegal possession of a large capacity weapon.
- Strengthened the law regarding protective orders by eliminating the requirement that the petitioner had to be a family member of their abuser or involved in a substantial dating relationship with their abuser. The law now provides the ability to obtain civil protection orders that are criminally enforceable regardless of the relationship between the parties.

- Reform created a second category of Habitual Offenders. With the law changes, the courts can convict an individual as a Habitual Offender, if convicted from a list of 41 crimes or similar crimes under federal law or the laws of other states, after having two prior convictions from the same list. Each of the two previous convictions must have resulted in incarceration of three years or more and each must arise from a separate incident. Upon the third conviction, the court must impose the maximum term of incarceration without the possibility of parole.

Goal 2: Reduce Prison Population

Measures	Current Period	Prior Period	Trend	Target	Status towards Target	Comments
DOC population design capacity level[8]	139%	143%	Improving	Reduce by 5% each year	🔶	DOC total design capacity is 8,029.
Number of persons in custody within the DOC[9]	11,130	11,468	Stable	Reduce by 5% each year	🟥	DOC estimates 2019 inmate population to be 13,312, an increase of 16%.
Number of persons held in county jails while awaiting trial[10]	5,250	5,346	Stable	Reduce by 5% each year	🟥	Individuals in jail have been charged with a crime and are awaiting trial but not out on bail.
Number of persons in custody within HOC[11]	6,206	6,604	Improving	Reduce by 5% each year	🟢	Individuals in custody within HOC's are persons convicted of a crime with sentences less than three years.
Number of persons civilly committed in DOC custody[12]	656	692	Improving	Reduce by 5% each year	🟢	DOC defines civil commitments as "the involuntary commitment of an individual via legal means to incarcerate an individual against their will." There are three broad types of civil commitments; mental health, alcohol and substance abuse; and sexually dangerous persons.

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

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[8] DOC Weekly Count Sheet (current period from 12/31/12; prior period from 1/2/12)
[9] Ibid
[10] Ibid
[11] Ibid
[12] DOC Inmate Management System

- Increase the use of DOC programming to increase earned good time to reduce sentences and prison population.
- Expand programs that maximize earned good time to prepare for reentry.
- Provide transitional pre-release steps including work release and counseling to improve the reentry process.
- Reduce mandatory sentences for non-violent drug offenses.
- Use diversion programs for non-violent offenders.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- In 2011, several members of the parole board resigned after a parolee murdered a police officer. These resignations affected parole operations for approximately six months. As the parole board worked to recover and normalize operations, the prison population increased.
- Resulting from tainted evidence at the Department of Public Health drug lab, in August of 2012, the state released many drug offenders from prison.
- Both the parole board and crime lab issue were unexpected events that affected the number of individuals in prison. While one created an increase and the other a decrease, both affected operations.
- Despite challenges and obstacles, EOPSS continues to experience decreases in prison population, which was down 7% from 2012 and 11% from 2011.
- Despite advances made by EOPSS to decrease the population in prisons, forecasts estimate an increase of approximately 2.5% per year. EOPSS will continue to develop strategies such as enhanced programming to reduce recidivism as well as other legislation and policy solutions to maintain or decrease prison population rates.
- The passage of Controlled Substance Act (M.G.L. c.94C) which allows offenders incarcerated for 15 enumerated drug offenses to become parole eligible at an earlier date will likely continue to help reduce the prison population. As of April 30, 2013, 1,208 inmates had their parole eligibility dates adjusted downward and 164 inmates were released. This reform affected 15% of the state prison population and reduced the prison population by 1.7%.

- o Reduced the weights and sentence structure for minimum mandatory sentences for certain 94C drug offenses. Example: Trafficking of a Class B - the weight was adjusted from 14 to 28 grams and a minimum mandatory sentence of 3 years, to the range of 18 to 36 grams and a minimum mandatory sentence of 2 years.
  - o Reduced the school zone from 1,000 to 300 feet and allows the charging of school zone violations for offenses occurring between the hours of 5 a.m. and midnight only.
- The state has added hundreds of beds to address overcrowding, however, this effort did not affect the "design capacity" number. Design capacity only changes when construction occurs at a facility. The most recent change occurred in 2010 to increase the design capacity from 7,979 to 8,029.
- While the DOC does not determine who is civilly committed to DOC custody, the DOC is working closely with relevant state agencies and providers to ensure individuals best served in non-prison facilities are sent there in lieu of the DOC facilities.
- In 2013, the DOC implemented initiatives to reduce the length of stay for those committed under Section 35 (substance addiction), working closely with the Department of Public Health (DPH) and community/residential providers to increase the number of residential treatment beds via DPH and thus reduce the number of individuals being sent to DOC facilities for substance abuse related issues such as detox.
- Established eligibility for work release for inmates serving a minimum mandatory sentence for drug distribution and trafficking offenses.
- Increased inmate's eligibility for earned sentence credits for participating in educational, vocational and treatment programs from 2 ½ to 5 days per month per program, from 7 ½ to 10 days per month total, and with the possibility of up to 10 additional days for each long term program.

Goal 3: Reduce Recidivism

					Status towards Target	
Measures	**Current Period**	**Prior Period**	**Trend**	**Target**		**Comments**
DOC recidivism rate[13]	39%	43%	Improving	Reduce by 50% over 5 years	🔶	Percent of inmates released from the DOC who returned to a DOC, County, or Federal prison system within three years. Current year tracks individuals released to the street in 2008 and prior year tracks 2007 releases.
Percent of inmates released from the DOC during which recidivism is calculated who returned to a DOC prison system for a technical violation within 36 months after release[14]	11%	10%	Worsening	Reduce by 50% over 5 years	🟥	This measure captures persons returned to DOC custody within 3 years of release from DOC custody to probation and/or parole that returned to DOC custody because they did not meet the terms of their release.
Percent of inmates released from the DOC during which recidivism is calculated who returned to a DOC prison system for a new conviction within 36 months after release[15]	28%	32%	Improving	Reduce by 50% over 5 years	🔶	This measure captures persons returned to DOC custody within 3 years of release from DOC custody to the street that returned to DOC custody after the commission of a new offense and new conviction.
Percent of offenders released with supervision by parole and or probation[16]	54.5%	51.6%	Improving	Increase by 5% each year	🔶	EOPSS seeks to increase the percent of inmates supervised by parole and/or probation, as recidivism rates are lower for those that receive post-release supervision.

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

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[13]DOC Inmate Management System and Board of Probation.
[14]Ibid.
[15] Ibid.
[16] Ibid.

- Use evidence-based practices to prepare inmates for reentry and enhance the transition.
- Create policies to support reentry.
- Sustain tracking and use of graduated sanctions for technical violations that lead to incarceration.
- Provide reentry services to returning offenders prior to release.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- Recidivism rates are decreasing - with drastically improved rates among women inmates.
- DOC has several initiatives in place to reduce recidivism rates,
  - assisting those eligible for MassHealth to apply for coverage prior to release;
  - identifying individuals at-risk for having insufficient housing and working with them and community partners to provide specialized assistance;
  - collaborating with community-based partners to enhance the reentry process; and,
  - implementing risk/needs assessments that are administered to inmates to better target those at higher risk to recidivate by tailoring programs/treatment with their individual needs.
- The DOC is working in partnership with agencies that provide community supervision (Parole and Probation) as well as community service providers to improve the transition of inmates back into the community to enhance successful reentry resulting in fewer individuals returning to prison.
- Statewide collaboration within the criminal justice system is critical to achieve success; to support this need, EOPSS is working with sheriffs to increase the number of DOC inmates transferring to county facilities to allow reentry planning closer to the home communities of prisoners.
- The DOC completed an assessment of its program inventory through the Pew MacArthur Results First Initiative (Results First) to review over 30 programs determining if they are evidence-based. Information gathered includes:
  - determination if there is a curriculum in place;
  - average age of the participant;
  - the participant rate, and;

- o average length of time to complete the program.
- The Results First assessment showed an approximate 45% program participant rate in many of the programs experiencing the highest rate of success. The DOC believes it can increase participation to approximately 60-70% through internal policy changes rather than through additional funding resources.
- The DOC is also revalidating its classification tool to replicate the nationwide norms related to assigning inmates to certain security settings. Currently, the DOC believes their weighting routes inmates to medium security facilities. Classification is important as the type of facility determines eligibility for programming. The evaluation of the classification system will help ensure all criminally sentenced inmates classified and housed in a manner allowing release from the lowest custody level that is safe and appropriate for optimal transition of inmates back to their communities.
- The Results First assessment indicated a need for additional adult education programming in prison facilities and EOPSS will focus additional federal funding in this area.
- EOPSS is working towards addressing a challenge to increase post-release supervision rates – which is the "and-a-day" prison sentences - which limits the ability of inmates to get parole. If an inmate has a sentence of "X" years and a day, the day they are eligible for parole and their release day is the same. EOPSS is working on legislative solutions for this issue that will allow more time for parole eligibility.
- Parole is using a new risk assessment tool that improves decision-making for inmates for parole eligibility as well as the supervision once they are on parole. EOPSS hopes this tool will lead to lower recidivism rates for parolees.
- EOPSS is also working on legislation that would make post-release supervision mandatory, as inmates that decline supervision after release are more likely to recidivate.
- EOPSS is researching the implementation of graduated sanctions for probation violations similar to the evidence-based HOPE model, which penalizes persons violating their terms of conditions immediately for a short period of time rather than a full revocation which would put the person in prison for a longer time period.
- EOPSS is testing data that will provide year-to-year recidivism data for HOC inmates. If the data becomes reliable, it will help to identify trends on who is re-offending and how to gauge the impact of re-entry program and other evidence-based programs.

Goal 4: Improve Administration of Justice/ Public Safety

Goal 4: Improve Administration of Justice / Public Safety

Measures	Current Period	Prior Period	Trend	Target	Status towards Target	Comments
Average number of days for forensic ballistic test processing[17]	33	-	-	90	🟢	Additional data will be available in 2014.
Average number of days for forensic DNA test processing [18]	100	-	-	90	🟥	Additional data will be available in 2014.
Average number of days for forensic toxicology test processing[19]	96	-	-	90	🟥	Additional data will be available in 2014. An increase in the number of cases coupled with lack of state police crime laboratory space is causing delays.
Average number of days for non-homicide cause of death determinations[20]	180	-	-	90	🟥	Additional data will be available in 2014. Staffing shortages are creating delays.
Average number of days for homicide cause of death determinations[21]	90	-	-	60	🟥	Additional data will be available in 2014. Staffing shortages are creating delays.
Average number of days for processing firearms applications [22]	21	21	stable	40	🟢	Due to staffing losses and a large increase in license renewal requests in CY 13, EOPSS experiences a longer average turnaround time of approximately 90 days that was corrected by the end of the year.

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[17] Massachusetts State Crime Lab.
[18] Ibid.
[19] Ibid.
[20] Office of the Chief Medical Examiner.
[21] Ibid.
[22] Department of Criminal Justice Information Services.

					Status towards Target	
Measures	Current Period	Prior Period	Trend	Target		Comments
Percent of population served by regional E911 call centers.[23]	10.4%	0%	Improving	50% by 2025	🟡	E911 supports regionalization through grants, however, the process is lengthy and municipalities make the decision to join a regional center or continue operating as a standalone site. The number is based on known totals for CY 2012. Prior data is unavailable at this time.
Number of communities where wireless calls are answered by regional E911 centers.[24]	0	0	-	200 by 2025	-	All wireless calls went to the MSP prior to 2013. In 2013, MSP began working with regional centers to have them receive wireless calls. Currently, 69 communities have wireless calls answered by regional E911 centers.
Number of trainings conducted on the Sex Offender Registry[25]	42	33	Improving	Increase by 20% each year	🟢	
Number of hits on the SORB Website[26]	454,926	343,572	Improving	Increase by 20% each year	🟢	Data for full calendar year is not available for current year.

Table title: **Goal 4: Improve Administration of Justice / Public Safety**

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

- Evaluate staffing to ensure proper case to staff ratio.
- Automate procedures.

[23]State 911 Department.
[24]Ibid, 21.
[25]Sex Offender Registry Board.
[26]Sex Offender Registry Board and the Department of Criminal Justice Information Services.

- Provide training to increase proficiency.
- Adapt innovative technology solutions to reduce wait times and improve testing.
- Use video conference to streamline hearing process for SORB.
- Enhance the Sex Offender Registry website to include more public information, communication and education on the SORB.
- Update technology to facilitate testing at state laboratories.
- Improve application processes to streamline permitting.
- Automate procedures to reduce turnaround time.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- EOPSS is finalizing information from the Massachusetts crime lab. Delays have occurred resulting from EOPSS taking over the function of the crime lab from EOHHS/DPH in the summer of 2012. The assessment of the practices at the lab found the errors taking place that affected cases. The transition of the lab has led to procedural investigative challenges leading to delays in reviewing drug cases/evidence.
- DNA testing is near the target time of a 90-day turnaround. However, the inability to retain key staff has hampered EOPSS efforts in meeting that goal.
- Forensic ballistic testing is under the goal of 90 days.
- In 2013, the crime lab received national accreditation attesting to the quality of the work executed at the lab and staff members are receiving training in Six Sigma to improve the efficiencies within the lab.
- Within the Office of the Chief Medical Examiner (OCME), retaining the number of medical examiners needed to perform autopsies is difficult, which limits the ability of the OCME to perform non-homicide cause of death determinations in a timely manner.
- EOPSS created the State 911 Department and changed the structure of the previous board into a commission to provide strategic guidance to the Department.
- The State 911 Department enhanced existing grant programs to incentivize regionalization and the consolidation of Public Safety Answering Points (PSAPS) across the Commonwealth.
- The Sex Offender Registry Board (SORB) experienced difficulties with data collection that EOPSS will address in 2014.

- The main provisions of Criminal Offender Records Inquiry (CORI) reform went into effect on Friday, May 4, 2012. After one full year of operation, the new iCORI system generated $8.1 million dollars in revenue, $3 million dollars of which supports the annual cost of system operation, including the program that assists individuals with correcting errors in their court records. More importantly, the development of the new iCORI system has resulted in:
  - Improved turnaround time for CORI checks. previously the wait time to process a CORI was a few day to several weeks – now the return of a CORI check is immediate due to technology improvements; and
  - Readability and accuracy - citizens and businesses can now better understand the report generated.
- To implement organizational improvement, EOPSS is seeking more resources through retained revenues.

Goal 5: Reduce Injuries and Fatalities Related to Traffic Crashes

Measures	Current Period	Prior Period	Trend	Target	Status towards Target	Comments
Number of reported traffic crashes[27]	108,379	107,267	Worsening	Reduce by 5%.	🟥	Data for current period is preliminary. Final figures should be available spring 2014. Not all communities report traffic crashes, but each year more communities are participating in the reporting process, therefore readers should use caution when determining if the number of incidents are increasing, as increase may be linked to increased reporting.
Number of reported traffic fatalities[28]	349	374	Improving	Reduce by 5%.	🟢	Data for current period is preliminary. Final figures should be available spring 2014. Not all communities report traffic crashes, therefore readers should use caution when reviewing trend data.
Number of reported traffic injuries[29]	38,799	38,932	Stable	Reduce by 5%.	🟥	Data for current period is preliminary. Final figures should be available spring 2014.

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

- Employ data driven strategies.
- Use technology to enhance education and enforcement of traffic laws.
- Evaluate high hazard crash locations for strategic deployment.

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[27] 2013 Massachusetts Highway Safety Annual Report.
[28] Ibid.
[29] Ibid.

- Increase patrols at high hazard locations.
- Provide training for Massachusetts State Police and municipal agencies in traffic safety and enforcement strategies.
- Design and promote public safety campaigns on safe driving.
- Support grants for targeted traffic enforcement.
- Track and monitor enforcement activities related to injury and fatality data.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- Massachusetts faces several challenges with improving roadway safety and analyzing crash data.
  - Not all municipalities report crash data and EOPSS continues to work with legislators and stakeholders to try to adopt a primary seatbelt law that can further decrease traffic injuries and fatalities.
- EOPSS uses state and federal funding resources to increase enforcement and education to improve driver habits through targeted usage of field sobriety checkpoints, seatbelt use, and texting while driving campaigns.
- EOPSS is also working with municipal police departments to improve real time understanding of traffic crash data and to determine how the information can facilitate officer deployment.
- According to the Fatality Analysis Reporting System (FARS), Massachusetts fatalities declined 6.7% from 374 in 2011 (.68 fatality rate[30]) to 349 in 2012 and has decreased 19.6% since 2007 (462 fatalities and a fatality rate of .79).
- The number of serious crash injuries decreased 9.4% from 3,507 injuries in 2011 to 3,177 in 2012. Serious crash injuries have decreased 24.0% since 2007 (4,182 injuries).
- According to FARS, speed was a factor in 30% of 2012 crash fatalities. However, the number of speed-related fatalities decreased 12.4% from 121 deaths in 2011 (.22 fatality rate) to 106 in 2012 and is down 25.9% from 2007 (.26 fatality rate).
- According to FARS, distracted driving was a factor in 7.3% of all fatal crashes in Massachusetts in 2011; up from 6% in 2010.

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[30] Fatality rate is calculated per 100 million vehicle miles traveled.

- FARS 2012 data show that motorcycle-related fatalities comprised 15% of total motor vehicle fatalities in Massachusetts, up from 11% in 2011. There were 51 motorcycle deaths in 2012 up 27.5% from 2011 (40 deaths), however, motorcycle deaths are down 17.7% from 2007 (62 deaths).
- The June 2013 statewide safety belt observation survey showed that Massachusetts's seat belt usage rate was 75%. This represents an increase of 2% from 2012 and 13% since 2003.
- Unrestrained passenger vehicle occupant fatalities decreased from 32% of all motor vehicle fatalities in 2011 to 28% in 2012. Unrestrained passenger vehicle deaths decreased 19.7% from 122 deaths in 2011 to 98 deaths in 2012 and have dropped 33.8% from 2007 (148 fatalities).
- Alcohol-impaired fatalities decreased from 126 fatalities in 2011 (.30 fatality rate) to 123 deaths in 2012, and decreased 20.6% from 2007 (155 deaths and a .37 fatality rate).
- Pedestrian fatalities increased 4.3% from 69 deaths in 2011 to 72 deaths in 2012 and have increased 9.1% from 2007 (66 fatalities).
- The Highway Safety Division utilized Federal Nation Highway Traffic Safety Administration grant funds to implement projects focused on Occupant Protection, Alcohol Enforcement/Impaired Driving, Pedestrian/Bicyclist Safety, Motorcyclist Safety, Traffic Records Data Improvement, Police Training Services, and overall program management as it continues its efforts to decrease traffic crashes, injuries and deaths.
- The Massachusetts State Police (MSP) increased the number of "Vehicles Passed Through" at MSP Sobriety Checkpoints 9% from 14,624 in 2011 to 15,938 in 2013.
- The number of agencies able to access MassTRAC (web-based crash-mapping tool) has increased from under 100 agencies to over 125 agencies.
- The average number of days between crash occurrence and the time a department enters the information into the crash data system decreased from 236.46 days in 2011 to 56.14 days in 2012.
- EOPSS is implementing a Motor Vehicle Automated Citation and Crash System (MACCS). The overall goal of the MACCS project is to automate the collection and dissemination of motor vehicle citation and crash report information to improve the quality and timeliness of reporting in the Commonwealth. Improving data quality and the timeliness of reporting will assist EOPSS with using motor vehicle incident data as part of its strategic planning and performance management efforts.

Goal 6: Ensure that Fire, Police, and Emergency Management Officials Receive Proper Training

Measures	Current Period	Prior Period	Trend	Target	Status towards Target	Comments
Number of fire based training courses offered at the Massachusetts Fire Academy[31]	654	725	Worsening	Increase by 10% each year	🟥	Courses include Advanced Fire Investigation, Fire Instructor, Fire Officer, Firefighter Survival Skills, Individual and Peer Crisis Intervention, Surface Ice Rescue, etc. This measure is budget and demand dependent.
Number of emergency management training program courses offered[32]	127	87	Improving	Increase by 10% each year	🟢	Courses include Resource Management System (Basic and System Administrator), Incident Command System, Emergency Operation Center Management, Social Media for Disaster Response and Recovery, etc.
Number of specialized courses offered by the Massachusetts Police Training Committee[33]	30	283	Worsening	Increase by 10% each year	🟥	The current period is FY13 and the prior period is FY12. This measure is budget dependent.
Number of participants in basic recruit training programs provided by the Massachusetts Police Training Committee[34]	305	170	Improving	Increase by 10% each year	🟢	The current period is FY13 and the prior period is FY12.

[31]DFS Benchmark Report.
[32]Massachusetts Emergency Management Agency.
[33]MPTC.
[34] Ibid.

Goal 6: Ensure that Fire, Police, and Emergency Management Officials Receive Proper Training						
Measures	**Current Period**	**Prior Period**	**Trend**	**Target**	**Status towards Target**	**Comments**
Number of participants in reserve basic training programs provided by the Massachusetts Police Training Committee[35]	392	-	-	-	-	The current period is FY13 and the prior period is FY12. In 2014, EOPSS will additional data for this measure.
Number of participants in veteran in-service training programs provided by the Massachusetts Police Training Committee[36]	921	2,166	Worsening	Increase by 10% each year	🟥	The current period is FY13 and the prior period is FY12. This measure is budget dependent.
Number of participants in reserve in-service training programs provided by the Massachusetts Police Training Committee[37]	283	927	Worsening	Increase by 10% each year	🟥	The current period is FY13 and the prior period is FY12. This measure is budget dependent.
Percent of certified trained officers satisfied with in-service training	-	-	-	100%	-	Surveys will begin in 2014.
Percent of police chiefs satisfied with the readiness of officers graduating the municipal police academy	-	-	-	100%	-	Surveys will begin in 2014.

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[35] Ibid.

[36] Ibid.

[37] Ibid.

					Status	
Measures	**Current Period**	**Prior Period**	**Trend**	**Target**	**towards Target**	**Comments**

Goal 6: Ensure that Fire, Police, and Emergency Management Officials Receive Proper Training

Measures	Current Period	Prior Period	Trend	Target	Status towards Target	Comments
Number of graduates from Massachusetts State Police Recruit Training[38]	208	0	Improving	Over 150 each year	🟢	Graduating classes are typically closer to 150, however since the 2012 graduation was the first class in five years, the graduation number was higher than normal.
Number of student hours of training completed by law enforcement officers through the Massachusetts State Police Academy[39]	n/a	230,301	-	-	-	In 2014, EOPSS will collect additional data in this area to determine targets and trends.
Number of graduates from State Police Municipal Academy Training Class[40]	0	50	Worsening	40 per year	🟥	This measure is dependent on funding and therefore is unstable at this time.
Number of courses offered through the Online Academy Unit[41]	6	5	Improving	8	🟡	
Number of new users utilizing the Online Academy Unit[42]	1,460	n/a	Improving	Increase by 10% each year	n/a	MSP switched to a new online system in current year; therefore, in the future this measure may change to the number of active users.

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[38]MSP Division of Standards and Training End of the Year Report, 2012 and 2011

[39] Ibid.

[40] Ibid.

[41] Ibid.

[42] Ibid.

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

- Survey municipalities to prioritize specialized training needs.
- Create a multiyear plan for training delivery that reflects end user priorities.
- Market training classes to end users to improve attendance.
- Use evaluations to monitor and improve training.
- Secure resources to improve the delivery of training and increase capacity.
- Develop a training database to track in-service attendance.
- Create a strategy to update the curriculum in a systematic manner.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- EOPSS was able to increase the MPTC budget by $500,000 to support current training efforts and supported legislation that would allocate five dollars from certain traffic citations to a public safety-training fund supporting municipal and state police training programs in the future.
- The Boston Marathon bombings reminded the public about the benefits of good public safety training and collaboration. EOPSS is encouraged by the support it is receiving to ensure training and programs remain funded to support efforts to protect public safety against additional threats similar to what Massachusetts experienced in 2013.
- EOPSS was able to fund and graduate a Massachusetts State Police class, the first in six years. In addition, a new class has started that should help maintain levels of state troopers and replace attrition of officers which has led to the reduction of critical specialized state police officers such as the community action teams, the gang unit and the violent fugitive apprehension squad.

Goal 7: Reduce Unintentional Injuries and Fatalities

Key Measures	Current Period	Prior Period	Trend	Target	Status Toward Target	Comments
Number of fire related civilian deaths[43]	39	54	Improving	Less than 30	🔶	In 2012, 37 fatal fires caused 39 civilian deaths. No firefighters lost their lives. About three quarters of fatalities died in their homes and the leading known cause of fire fatalities was suicide.
Number of civilian fire related injuries[44]	322	323	Stable	Less than 300	🟥	EOPSS will review the civilian injuries to determine the actions required to decrease the number further.
Number of escalator serious injuries and deaths[45]	0	1	Stable	0	🟢	There was 1 death during the prior period.
Number of elevator serious injuries and deaths[46]	0	0	Stable	0	🟢	
Number of amusement park ride serious injuries and deaths[47]	2	2	Stable	0	🔶	All incidents in current and prior periods were injuries. There were zero (0) deaths in current and prior periods.

[43] DFS Massachusetts Fires in 2012 and 2011.
[44] Ibid.
[45] DPS Monthly Benchmark Report.
[46] DPS Monthly Benchmark Report.
[47] DPS Monthly Benchmark Report.

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

- Provide training to improve the inspection process for new structures.
- Ensure codes are up to date and reflect best practices.
- Ensure code compliance.
- Provide public awareness on fire safety and prevention.
- Use grant funding to promote the best safety practices.
- Provide public awareness on hazardous material storage.
- Provide training on hazardous materials response.
- Promote best practices related to staffing and deployment.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- Scalds have been the leading cause of burn injuries for the past 27 years. In 2012, scalds caused 166, or 45%, of the burn injuries reported. In 2012, young children were the most frequent victims of scald burns. Fifty-three percent (53%) of the 166 scald victims were under five years old, and most were less than one year old. Children under five years of age were almost 9.5 times more likely to experience scalds.
- Burn injuries from fires were the second highest cause of burn injuries in 2012 accounting for 18% of the burn injuries. Camp or bonfires caused 42% of these burn injuries. Flame burn injuries caused 15% of the 2012 burn injuries. Gasoline and other ignitable liquids caused 24% of flame burns in 2012.
- Of the 358 burn injuries reported in 2012, 234, or 65%, occurred in the victim's home or surrounding yard. Over half, (57%), of these burn injuries were scalds.
- Ten (10), or 4%, of the home-related burn injuries resulted in the victim succumbing to his or her injuries.
- The Department of Public Safety (DPS) has experienced increases in the number of elevators requiring inspection and has used that data to help increase its budget in FY 2010 and FY 2014 by demonstrating how increased funding would protect the public safety while at the same time generate more revenue by increasing the percentage of elevators inspected.
- DPS continues to inspect every amusement park ride before the public rides it, setting a national standard.

- DPS uses "smart" technology through iPhones and iPads that increases efficiency by allowing inspectors to write reports and communicate with the department while in off-site locations resulting in cost savings through reduced travel and lost time.

Goal 8: Enhance Homeland Security Capabilities and Response

Goal 8: Enhance Homeland Security Capabilities and Response						
Key Measures	**Current Period**	**Prior Period**	**Trend**	**Target**	**Status Toward Target**	**Comments**
Number of staff trained in System-wide Multi-Hazard Risk Tool (SMRT) risk assessment tool[48]	9	UNK	UNK	-	-	After the initial round of training for its staff members, MEMA reconsidered its approach and is seeking a different strategy to accomplish this goal. MEMA will update this measure in 2014.
Number of critical infrastructure/key resources CI/KR assessments completed[49]	9	24	Worsening	-	-	MEMA will address this measure in 2014
Number of municipalities participating in the suspicious activity reporting systems (SARS) –See Something Say Something Campaign[50]	132	n/a	n/a	200 by 2016	🟢	The numbers of municipalities participating were not collected prior to 2012. The number participating in 2013 is over 170.

The following are actions that EOPSS planned to implement during the past year to support efforts of this goal:

- Promote homeland security through comprehensive planning on prevention, protection, mitigation, response and recovery related to critical incidents.
- Create Commonwealth's first Threat and Hazard Identification and Risk Analysis.
- Update the state Homeland Security Strategy.
- Enhance grant-making program to increase risk-based investments.
- Implement and expand the See Something Say Something program.
- Continue to offer and support homeland security and all hazards training and exercise opportunities.

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[48] MEMA.
[49] Ibid.
[50] Ibid.

- Develop a statewide mass care and shelter coordination plan.
- Develop a statewide evacuation coordination plan.
- Update Hazard Mitigation Plan to include terrorism risks and manmade hazards**.**
- Continue to facilitate statewide working groups.
- Continue to facilitate statewide training programs.

Accomplishments, Challenges and Next Steps

The following discusses some of the major accomplishments achieved during the past year; along with challenges encountered and strategies that will occur in the future to assist EOPSS achieve its goals.

- The Massachusetts Emergency Management Agency (MEMA) faces challenges with measuring its efforts as the agency deals with critical incidents that can occur anytime and are not reoccurring, so even its response efforts are difficult to measure.
- A primary function of MEMA is to ensure efficient communication between multiple EOPSS agencies such as MSP and DFS when responding to critical incidents.
- EOPSS is working with MEMA to identify additional measures to track in 2014.
- MEMA enhanced operational capabilities to coordinate the state's response to disasters and public safety incidents by developing position specific SOP's and checklists for the positions in the State EOC, revising the Emergency Support Function (ESF) annexes, and implementing a training and exercise program for our ESF members and Emergency Operations Center staff.
- MEMA is leading a comprehensive After Action Review (AAR) of the marathon bombing response.
- MEMA hosted a 2-day Emergency Management conference that served approximately 400 local and state public safety/public health stakeholders.
- MEMA achieved reaccreditation from Emergency Management Accreditation Program (EMAP).