EVERYONE KNEW WE NEEDED TO FOCUS ON CRIME

Chelsea Thrives has created a space for all stakeholders to implement and create a shared vision of reducing crime in Chelsea by 30% and increasing perceptions of safety. In order to achieve such transformative and lasting change, all stakeholders must work together, share data and expertise, and adapt to challenges and opportunities.

Chelsea Thrives gives us the tools and space to do that work. The executive council offers stakeholders and me the opportunity to convene regularly around the same table to discuss programs, challenges, and plans. We work together to bring resources to Chelsea, and then collaborate to leverage those resources as effectively as possible.

Because of Chelsea Thrives, we are now moving toward a learning community that understands the interconnectedness of organization outputs into shared outcomes. We tackle issues from multiple angles. We recognize that the safety of a community is greater than enforcement. Taking steps towards understanding the impact in our community through information, we account for all stakeholders, especially community members.

At the end of the day, we understand that data points can only take us so far, and we need to build trust and collaboration through dedication and work and systems.

- Tom Ambrosino

SPECIAL RECOGNITIONS

- In 2017, through the leadership of Massachusetts General Hospital and GreenRoots, Chelsea was awarded the Robert Wood Johnson Foundation Culture of Health Prize.
- In 2018, the City of Chelsea received the Bloomberg Mayor’s Challenge Prize for $100,000 in recognition of and to strengthen the Chelsea Hub.
THE GOAL

TO REDUCE CRIME BY 30% OVER TEN YEARS AND IMPROVE OUR COMMUNITY’S SENSE OF SAFETY

Chelsea Thrives is a cross-sector, collective-impact collaborative launched in 2014 that seeks to reduce crime by 30% over ten years and improve our community’s sense of safety. Thrives has the unique advantage of being a partnership of over 25 leading private and public sector institutions in Chelsea working in conjunction with community residents to change the systems affecting social drivers of crime and sense of safety in Chelsea.

In 2015, after a year-long facilitated collective planning process, the collaborative identified four main drivers of crime in Chelsea which guide our targeted services and collective responses.

Priority Areas

- 🌷 Deepen and integrate substance use disorder services
- 🍺 Engage community residents to improve safety
- 🌻 Expand youth opportunity
- 🏠 Improve public spaces and crime hotspots
Prior to the start of Chelsea Thrives, Chelsea had the highest violent crime rate of all reporting Massachusetts’ cities, with a significant spike in 2012 (FBI Unified Crime data). By 2016 Chelsea had lower violent crime rates than the four MA cities with the next highest crime rates. In addition, Chelsea experienced a much steeper decrease in crime – dropping by 44% since 2010.
AN OVERVIEW

PERCEPTION OF CRIME

AGREE OR STRONGLY AGREE WITH THE STATEMENT: MY FAMILY AND I FEEL SAFE HERE

Data from randomized surveys conducted in the Shurtleff-Bellingham neighborhood in 2009, 2013 and 2016 (888 individuals) show that the community’s sense of safety decreases slightly over a seven year period despite a significant decrease in crime (2009-2016).

91%
In 2016, said they feel safe walking in the community during the day.

47%
In 2016, said they feel safe walking in the community during the night.

Research indicates that perception of crime often increase as actual crime decreases. This tendency is influenced by multiple social factors such as demographic characteristics, media exposure, perceived risk of crime, and past experiences with victimization.
DRIVER OF CRIME

DEEPEN AND INTEGRATE SUBSTANCE USE DISORDER SERVICES

Deaths due to overdoses in Chelsea

Overdoses reported by police

KEY HIGHLIGHTS

- 140 faculty and staff from local schools and libraries received trauma training through MGH’s Healthy Chelsea Coalition.
- Three “Navigators”, street workers from North Suffolk Mental Health Association, supported 772 individuals at elevated risk of harm – 56 connected to detox or sober living programs.
- Chelsea hosted a training to help other communities replicate the Hub model. East Boston and Jamaica Plain have taken steps to form similar collaborative efforts.

After a spike in overdoses in 2015, the number of overdoses began to decrease. From 2016 to 2017, Chelsea experienced an 18% decrease with a similar or corresponding pattern in deaths from overdoses (2017 data not yet available).
In 2017, the Hub, a collaboration of more than 70 organizations led by the Chelsea Police Department, supported 75 individuals and 31 families in harm’s way.

When a community partner realizes that in order to prevent imminent harm to the most vulnerable, they need the support of other organizations—they cannot do it alone. The Hub listens to the risks of the individual. They form a new intervention team to create a personal care plan, and together they extend a helping hand to the person in need, reaching out within 48 hours.

KEY HIGHLIGHTS

• In 73% of the situations, individuals were connected to services that addressed their most pressing need.

• Risk factors in 84% of the situations included substance abuse, 71% mental health, 63% criminal involvement or victimization; and 61% housing instability.
AN OVERVIEW OF CHELSEA

ENGAGE COMMUNITY RESIDENTS TO IMPROVE SAFETY

RESULTS FROM SHURTLEFF BELLINGHAM SURVEY

Residents who speak to 4+ neighbors for 5+ minutes

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2013</th>
<th>2016</th>
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Residents with 4+ neighbors they can turn to in an emergency

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<th>Year</th>
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63%
OVER HALF OF THE SURVEYED COMMUNITY MEMBERS REPORT ENGAGING IN AT LEAST ONE COMMUNITY ACTIVITY --- 63% IN 2013 AND 58% IN 2016.

Responed very satisfied or somewhat satisfied with living in the community

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<th>Year</th>
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The strength of a community’s social cohesion and engagement not only impacts how a community feels about belonging to and living in the community --- but can also help to build a safer community. Communities with strong engagement are more likely to have lower crime rates.

Community members in the Shurtleff-Bellingham neighborhood report increased connection with their neighbors since 2009 – with a slight drop in 2016.
OUR NUMBERS
COMMUNITY ENGAGEMENT

INDIVIDUALS PARTICIPATING IN THRIVES

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ORGS. PARTICIPATING IN THRIVES

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KEY HIGHLIGHTS

- A Downtown Coordinator was hired by the city to support local businesses and coordinate community events. In 2017, 2,361 people attended 28 sponsored events in the downtown area. Eight local businesses received individual consulting. Fifty-three businesses were trained in MassSave and 37 employees were trained in food services.

- The Peoples AME Church organized volunteers for the annual homeless count.

- A growing number of people and organizations participated in core Chelsea Thrives planning meetings. Since 2014, 1,364 unique instances of participation and 181 organizations have participated in core meetings.

MOUNT AUBURN INDEPENDENT EVALUATION, PART OF THE WORKING CITIES CHALLENGE GRANT

“I would say the biggest indicator is that there is so much more collaboration and initiative in the community. People are really more apt to work together and there is less competition in the community than there has
OUR NUMBERS

IMPROVE PUBLIC SPACES AND CRIME HOTSPOTS

The physical conditions of a community can have a direct effect on crime. Research shows that improving the conditions of parks, public spaces, business facades, transportation systems, traffic flow, and private homes can help the community to feel safer and contribute to reducing crime.

The cost of housing stock and the percentage of income paid to housing offer insights into the physical health of the community. In Chelsea, housing prices continue to grow while the percentage of residents who pay more than 35% of their income to rent or a mortgage decreased slightly. These data point to improving economic stability and greater housing value. However, it can also be early signs of potential displacement, with lower income families priced out of the community. In Chelsea, the median household income increased by 23% from 2010-2016 compared to a 10% increase in the state.

The City of Chelsea, through the Reimagining Broadway Initiative, committed $5.3 million for physical improvements to the downtown area. Planning for the use of these funds began in 2017 with construction to follow in mid-2018 to 2019. Initial designs include updates to traffic patterns, public transportation stops, parking, bike paths, lighting, and improvements to public squares and open spaces.

Three resident lead volunteer groups—the Community Engagement Team, Chelsea Shines and the Beautification Committee: installed 10 Buttlers (public ashtrays) and 13 dog waste stations; cleaned, planted and maintained flowers in 3 key public spaces; and worked on resolving 62 public and private infrastructure issues such as trash, overgrown vegetation, and graffiti.

See, Click, Fix, an on-line system for reporting physical infrastructure issues launched by the City of Chelsea finished its first full year in 2017.

$5.3 million

The City of Chelsea, through the Reimagining Broadway Initiative, committed for physical improvements to the downtown area.
OVERVIEW

EXPAND YOUTH OPPORTUNITY

Youth engaged in positive community opportunities are more likely to contribute to improving the quality of the community and less likely to engage in crime or other high risk activities. Recognizing the importance of youth leadership and engagement, Chelsea Thrives partners engage in multiple youth focused activities.

KEY HIGHLIGHTS

• In the summer of 2017, the Chelsea Collaborative supported 172 youth aged 14 to 21 to obtain jobs in 47 different work sites.

• In 2017, ROCA served 215 high risk young men. Work crews comprised of these youth help repaint, repair, and clean graffiti in response to issues identified by the Downtown Task Force and See, Click, Fix. 84% of young men who graduate from ROCA’s two-year program have no new arrests.

• In 2016, Chelsea Thrives launched a Youth Opportunities Task Force with equal participation from parents and representatives from municipal and non-profit agencies. By the end of 2017, 104 youth and supporters have participated.

• In 2017 the Youth Opportunities Task Force sponsored 15 mini-grants providing $15,000 in funding initiatives that encourage youth engagement and leadership.

• Inspired by recommendations from the Youth Opportunities Task Force, the City of Chelsea’s Parks and Recreation expanded its youth programs engaging 2,040 youth in sports and other activities in 2017.

• In 2017, The Chelsea Police Department collaborated with the schools and the YWCA to offer classes on community criminal justice and conducted youth police dialogues for 50 students.

• In the 2017-18 academic year, Bunker Hill Community College provided early college dual enrollment to 294 Chelsea High School students. Additionally 435 Chelsea High School students received support with academic, career, financial counseling and scholarship information.
**EXECUTIVE COUNCIL**

BayCove  
Bunker Hill Community College  
Chelsea Bank  
Chelsea Chamber of Commerce  
Chelsea Collaborative  
Chelsea Community Connections  
Chelsea District Court  
Chelsea Housing Authority  
Chelsea Police Department  
Chelsea Public Schools  
City of Chelsea  
GreenRoots  
HarborCov  
Healthy Chelsea  
Jordan Boys & Girls Club  
Massachusetts Department of Children and Families  
Massachusetts Department of Mental Health  
Massachusetts Department of Youth Services  
Massachusetts General Hospital  
Massachusetts Probation Services  
Metro Credit Union  
MGH Chelsea HealthCare Center  
North Suffolk Mental Health Association  
Peoples AME Church  
Residents  
Roca Inc  
Salvation Army  
The Neighborhood Developers

**ALL PARTICIPANTS**

ADCare  
Aramark  
BayCove  
Boston Medical Center  
Boston Police Department  
Boston's Brigham & Women's Hospital  
Boys Scouts  
Cambridge Health Alliance  
Cataldo Ambulance Service  
Chelsea Bank  
Chelsea Chamber of Commerce  
Chelsea Collaborative  
Chelsea Community Garden  
Chelsea Community Schools  
Chelsea Department of Health & Human Services  
Chelsea Department of Planning & Development  
Chelsea Department of Public Works  
Chelsea District Court  
Chelsea Fire Department  
Chelsea Housing Authority  
Chelsea Hunger Network  
Chelsea Inspectional Department  
Chelsea Police Department  
Chelsea Public Library  
Chelsea Public Schools  
Chelsea REACH  
Chelsea Recreation & Cultural Affairs Division  
Chelsea Restoration Corporation  
Cheslea Community Connection  
City of Chelsea  
Colwen Hotels  
Community Action Programs Inter-City  
Community Action Team  
Community Enhancement Team  
East Boston Neighborhood Health Center  
ECO Crew  
Elliot Community Human Services  
FoodCorps  
For Kids Only Afterschool Program  
Genesis Healthcare  
Girls Scouts  
GreenRoots  
Harbor Area Early Childhood Services  
(Early Intervention)  
HarborCOV  
Harvard Kennedy School  
Health Care Resource Centers  
Health Innovation Inc. Healthy Street  
Healthy Chelsea  
Housing Families Inc.  
Iglesia la Luz de Cristo  
Interact Club  
Jordan Boys & Girls Club of Boston  
Just A Start Corp  
KIND Kids in Need of Defense  
Mass in Motion  
Massachusetts Department of Children & Families  
Massachusetts Department of Mental Health  
Massachusetts Department of Public Health  
Massachusetts Department of Youth Services  
Massachusetts DPH Bureau of Substance Abuse Services  
Massachusetts Farm to School  
Massachusetts General Hospital  
Massachusetts Institute of Technology  
Massachusetts Probation Services  
MassBike  
MassDevelopment  
MassHousing  
Metro Credit Union  
Metro Housing Boston  
Metropolitan Area Planning Council  
MGH Chelsea HealthCare Center  
Mystic Valley Elder Services  
North Suffolk Mental Health Association  
NorthBound Ventures  
Nurture  
OutdoorRx  
Partners Health Care  
People's AME Church  
Phoenix Charter Academy  
Project Bread  
Raising a Reader  
Residential Support Service, Inc.  
Residents  
Roca Inc  
Rosie's Place  
Roxbury Youth Works  
Salvation Army Chelsea  
Scholar Jet  
Social Capital Inc.  
SouthBay Community Services  
State Garden  
Stop & Compare Supermarkets  
Suffolk County District Attorney  
Suffolk County Sheriff's Department  
Summer Employment Youth Ininitiative  
TerraCorps  
The Chelsea Revere Family Network  
The Home for Little Wanderers  
The Neighborhood Developers  
United Way  
WalkBoston  
Youth Food Movement

**KEY FUNDERS**

Federal Reserve Bank of Boston: Working Cities Challenge  
Bank of America Charitable Foundation  
Bloomberg Mayor's Challenge  
City of Chelsea  
NeighborWorks America  
US Department of Justice: Byrne Grant  
US Department of Justice: Office of Juvenile Justice and Delinquency Prevention (OJJDP)