



Strategic Plan for Improving
Teaching and Learning for
Every Student, Every Day:
Bridge to Success 2.0:
Update on Progress
(Years 1-2)



2021-2026



Kelly Garcia
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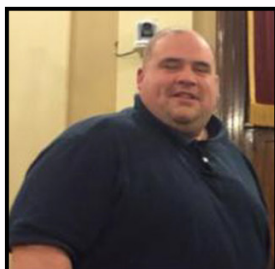
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Dear Colleagues and Community Members,

On behalf of our school system and school committee, we are pleased to present the two-year update on our five-year strategic plan.

Our plan, titled "Improving Teaching and Learning for Every Student, Every Day: Bridge to Success 2.0" is about focusing our school system on knowing our students by name, strength and story. If we focus on doing the right things and doing them well, we can become a system where every school builds on each student's strengths and teachers know their students' stories.

We believe this strategic plan is a significant first step of many that we plan to take to move our system forward. Success does not happen by chance. We must focus on building a system that prioritizes students and builds a strong caring culture of trust and collaboration. The success of this plan is dependent on us working together. Together we can make a difference in the lives of our students.

Sincerely,
Chelsea School Committee



Leadership Team

Dr. Almi G. Abeyta, *Superintendent*

Adam Deleidi, *Deputy Superintendent of Schools*

Dr. Tamara Blake-Canty, *Assistant Superintendent of Schools*

Dr. Aaron T. Jennings, *Equity, Diversity and Excellence Officer*

Dr. Oneida Fox Roye, *Chief Academic Officer*

Monica Lamboy, *Executive Director of Administration and Finance*

Christine Lee, *Director of Human Resources*

Malik Howshan, *Officer of Innovation, Access, and Opportunity*

Michael Sullivan, *Communication Specialist*



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LETTER TO OUR COMMUNITY FROM DR. ALMI GUAJARDO ABEYTA

Chelsea Public Schools Superintendent

Dear Colleagues and Community Members:

In 2021, we launched our five-year strategic plan for improving teaching and learning. We are thrilled to present our progress and share it with you.

The data included in this report was collected over the past two years. We still have three years remaining in our plan, during which we will continue to work on our priorities to ensure that our students thrive and are prepared for college and career when they graduate from Chelsea Public Schools.

In this report, we highlight the various initiatives that have contributed to our achievements that have propelled us to the next level. We have established a strong foundation, and we will continue to build upon it. With a continuous focus on instruction and through harnessing our resources to support the classroom, we will be well on our way to eliminating opportunity gaps and providing an equitable, high-quality education to every student in every classroom.

Sincerely,

Almi G. Abeyta

Dr. Almi G. Abeyta





OUR SHARED VALUES



Relationships

We will know our students by ***name, strength and story.***

Equity

We will disrupt institutional biases and end inequitable practices so all students have an equal chance at success.

Instruction

We will reduce achievement and opportunity gaps by using culturally responsive, inclusive, standards-based instruction.

Safety

We will ensure that schools and work sites are safe and secure for students, families, and staff.

Support

We will increase student success by supporting their social-emotional and academic needs.

Respect and Integrity

We will communicate with mutual respect, trust and support.



“We will continue to work on our priorities to ensure that our students thrive and are prepared for college and career when they graduate from Chelsea Public Schools.” - Dr. Almi G. Abeyta



MISSION + VISION



OUR MISSION

Chelsea Public Schools is a gateway school system that welcomes and educates ALL students.

OUR VISION

The vision for Chelsea Public Schools is to provide every student with a high quality education in a system that is devoted to equity, diversity and social justice. Every student will have multiple learning opportunities to meet challenging standards in a safe, caring and respectful environment. Every student will graduate college and career ready.



OUR THEORY OF ACTION

If we...

1. Improve the quality of teaching and learning at every school;
2. Provide innovative and enriching programming for all;
3. Recruit, support, and retain diverse teachers and leaders;
4. Engage families as our partners in our core work; and
5. Ensure efficient and effective operational systems,

Then...

1. We will deliver the high-quality education that our Chelsea students deserve and improve outcomes and access across the system for ALL students.
2. Every student will graduate from high school on a path to college and career success.



ABOUT US

Our Students, Our Staff, Our Schools

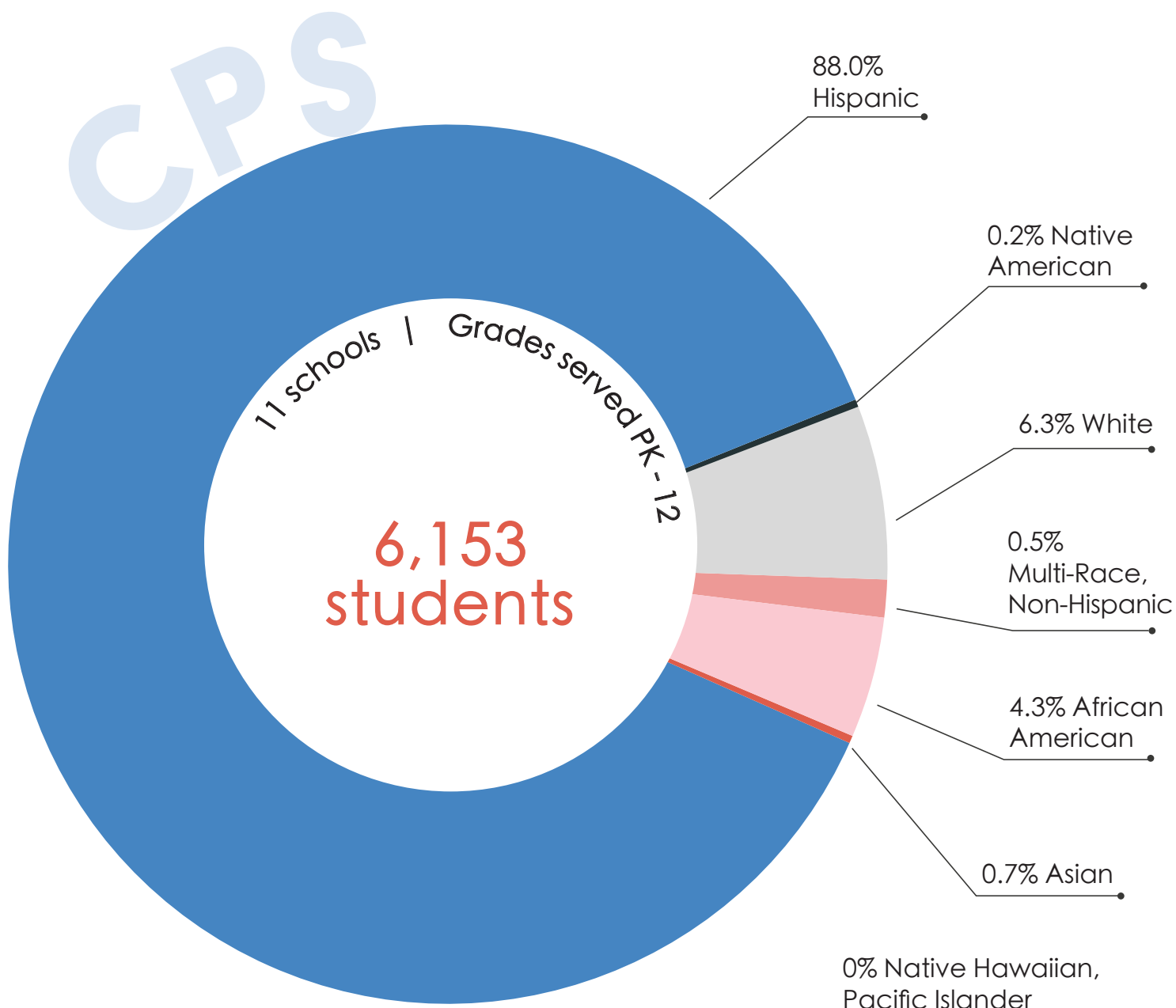
Chelsea Public Schools is a gateway school district that is located just outside of Boston. Chelsea is home to many individuals of diverse cultural origins, many who are first-generation Americans. Chelsea has a history of being home to many immigrants; this has provided the basis for a rich culture for our city and thus our mission statement: **Chelsea Public Schools is a gateway school system that welcomes and educates ALL students.**

SELECTED POPULATIONS:

- 84.8% First Language not English
- 43.7% English Language Learners
- 17.7% Students with Disabilities
- 90.6% High Needs
- 80.5% Low Income

OUR SCHOOLS :

- 1 Early Learning Center
- 4 Elementary Schools
- 3 Middle Schools
- 2 High Schools
- 1 Virtual School





CLASS OF 23

CPS

ACCOMPLISHMENTS

54% of students from the class of 2023 are attending four-year & two-year colleges.

Chelsea High School graduates from the Class of 2022 were accepted into **92 colleges and trade schools.**

SCHOLARSHIP

➔ The amount of scholarship & award monies offered to students in the Class of 2023 amounted to **over \$5.5 million dollars.**

- Specific college grants and scholarships
- Tuition assistance grants and other scholarships
- Pell Grants
- John & Abigail Adams Scholarship
- Various community scholarships (the CHS Scholarship Committee oversees)
- City of Chelsea Scholarship (for students planning to attend BHCC)
- Chelsea Resident & Community Scholarship Fund

IN ADDITION TO OUR SCHOLARSHIP MONEY

- 200 students from Chelsea High School participated in our Early College Program with Bunker Hill Community College.



CITY OF CHELSEA-BHCC SCHOLARSHIP

- Each year the **City of Chelsea-BHCC scholarship** is awarded to seniors. For the Class of 2023, the full amount awarded to 61 seniors was \$176,000; this community scholarship is given to students who have successfully completed a minimum of 12 credits in the CHS-BHCC Early College Program and continue to reside in Chelsea. Many of these students would not be able to continue their path to an associate's degree due to financial obstacles without community support.



CPS HAS BEEN FEATURED:

- On WBUR Radio
- In AASA School Administrators Magazine for equity and belonging work
- In the 2021 Rennie Center's Condition of Education Report for Engaging Parent and Community Voice.
- **Awarded \$604,736** DESE Diversification Pilot Program grant funding from 2019 – 2021 to initiate and maintain our Teacher Pipeline Program cohorts.

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Educator and Staff Diversity

- ➔ Continued our Educator Pathway Program to recruit and retain a significant number of effective teachers who represent the diversity of our community and classrooms.
- ➔ Welcomed our largest cohort of 16 paraprofessionals/teachers on provisional licenses into our Teacher Pathway Program. All participants are currently enrolled in M.Ed. programs at Salem State University. There have been over 60 participants since 2019.
- ➔ Launched our Parent to Paraprofessional program. Our first cohort has 13 parents.
- ➔ Increased diversity rates, becoming the state's leader in educator diversity



From SY19-20 to SY22-23, CPS increased diversity rates of the following:

Teachers (12% to 38%),

Assistant Principals (20% to 45%)

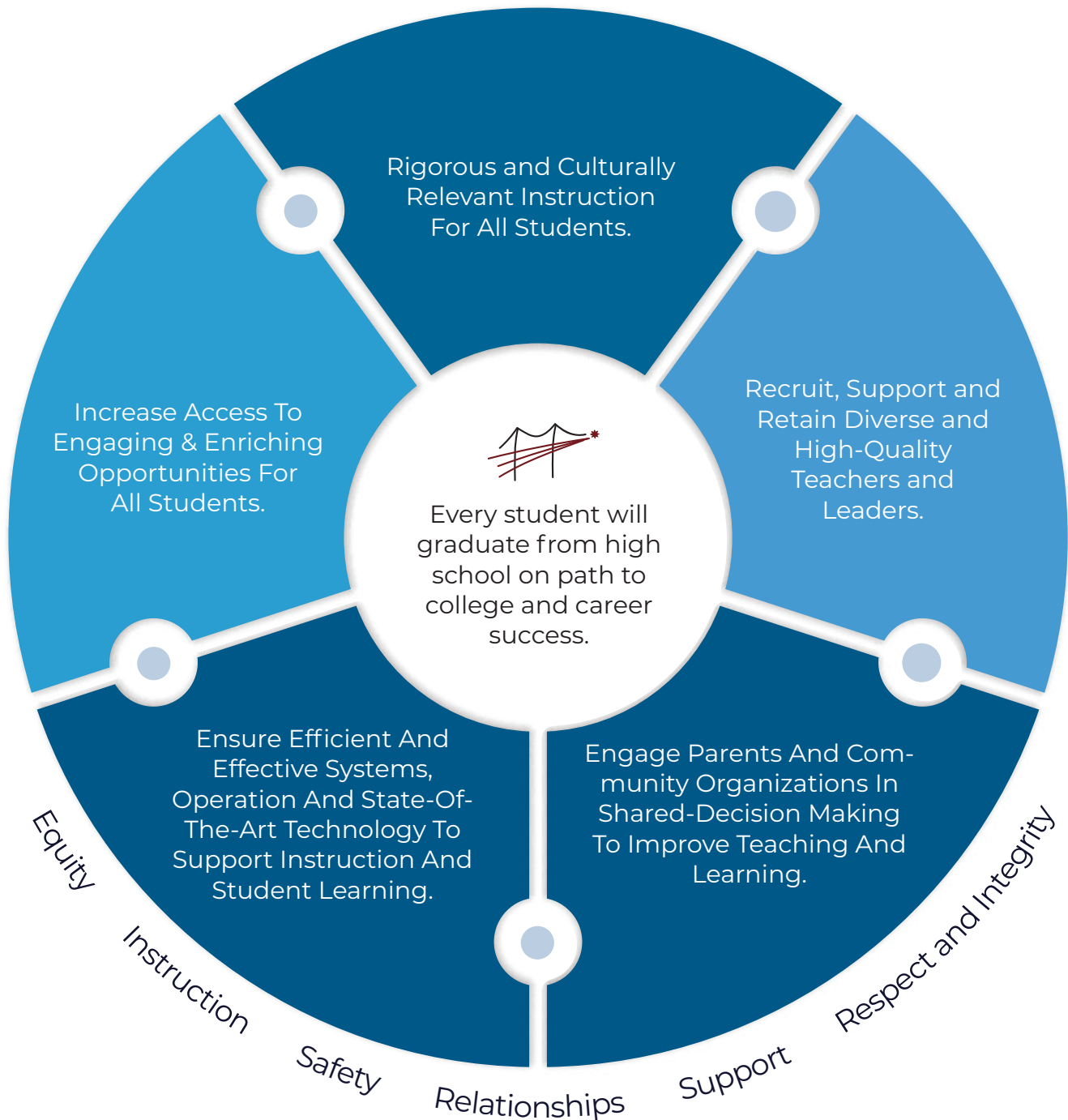
Principals (0% to 25%)

Student Achievement Accomplishments



- ➔ 59% of our EL students met their growth targets on ACCESS testing compared to the State's 39% average.
- ➔ 30.5% of 2022 public high school graduates in Massachusetts scored a 3 or higher on an AP exam during high school. In Chelsea, 41% of students scored a 3 or higher on an AP exam during high school.
- ➔ 131 students at the high school are enrolled in Pre-Calculus or Calculus.

OUR PRIORITIES





Priority 1

Rigorous And Culturally
Relevant Instruction For
All Students

Foundation:

Every child deserves an excellent education. Each and every child has the potential to learn and grow to high levels and reach their full potential.

Every student regardless of race, ethnicity, gender, disability, sexual orientation, religion, citizenship status, socioeconomic status, or zip code deserves an excellent culturally and linguistically relevant education and opportunities that help them achieve their full potential.

Ultimate Outcome:

Every CPS graduate will be college and career ready.



Priority Actions for Years 1 & 2:

- Designed & implemented Instructional Rounds with a focus on higher order thinking and depth of knowledge
- Created Professional Learning Teams with coaching cycles
- Purchased & implemented iReady to support data driven instruction
- Adopted and implemented high-quality instructional materials
- Conducted a district-wide Equity Audit & implemented professional development, focused on belonging and culturally responsive teaching via Blackprint & AdaptiveX
- Developed acceleration academies for secondary schools



Priority 2

Increase Access To Engaging And Enriching Opportunities For All Students

Foundation:

Every student needs access to engaging and enriching opportunities that will prepare them to succeed in college and career.

Ultimate Outcome:

Schools will have expanded opportunities and partnerships with community, employers, higher education organizations, and other organizations that enrich and expand learning beyond the classroom and create pathways to college and career success.



Priority Actions for Years 1 & 2:

- Creation of Assistant Multilingual Director position to focus on dual language programming
- Implemented assessment to support multilingual learners in earning their Seal of Biliteracy upon graduation
- Expanded early college options to include Ben Franklin Institute of Technology (BFIT)
- Created an after school coding course via CodeDelicious
- Added Girls Who Do Science program for Elementary Schools
- Implemented before and after school tutoring
- Introduced Science, Tech, Engineering, and Math extended learning opportunities including the Calculus Project
- Implemented fine arts after school programming in partnership with the Boston Children's Chorus
- Developed experiential learning opportunities for Chelsea High School in collaboration with the City of Chelsea



Priority 3

Recruit, Support, And Retain
Diverse And High-Quality
Teachers And Leaders

Foundation:

A diverse and highly skilled staff is critical to the success and well-being of our students.

Ultimate Outcome:

CPS will recruit, support and retain high-quality staff that reflects our students and who are focused on serving our community.



Priority Actions for Years 1 & 2:

- Partnered with the Department of Elementary & Secondary Education (DESE) to implement a diversification program
- Created & implemented pathway programs such as: High School to Paraprofessional, Parent to Paraprofessional, Paraprofessional to Teacher, Provisionally Licensed Teachers, and Teacher to Administration (PSI)
- Designed & implemented a mentoring program for leads in each school
- Launched affinity groups for BIPOC educators to promote inclusion and belonging

Priority 4

Engage Parents And Community Organizations In Shared-Decision Making To Improve Teaching And Learning



Foundation:

Parents, families and community members play a critical role in every great school district.

Ultimate Outcome:

Chelsea Public Schools will engage families in meaningful ways to improve student engagement and learning.

Priority Actions for Years 1 & 2:

- Increased Family Liaisons to match student enrollment at each campus
- Built relationships with families through the implementation of Trust Visits
- Created the Chelsea Children’s Cabinet, which led to new telehealth partnerships and City ARPA funding to support mental health services
- Established relationships with local media (Telemundo, Chelsea Record, WBUR)
- Added texting as a mode of communication
- Increased presence on social media

Priority 5

Ensure Efficient And Effective Systems, Operations, And State-Of-The-Art Technology To Support Instruction And Student Learning

Foundation:

Adequate resources and efficient systems and processes are critical supports to ensuring that educators can teach and students can learn.

Ultimate Outcome:

CPS will improve efficiency and effectiveness of operations to improve support to schools.

Priority Actions for Years 1 & 2:

- Ensured 1:1 chromebooks for each student
- Implemented a MUNIS software upgrade
- Engaged the entire community in a series of budget conversations to source stakeholder input
- Updated the Chelsea Public Schools' website
- Installed new copiers district-wide





WAYS OF WORKING

To ensure effective execution of our strategy, together we will utilize several crucial ways of working that build on our past practice, but are better aligned to our core values. Then, we will monitor our success monthly and report out yearly.

As a community and school district, we are more capable now than ever to take the next step. We will need your support every step of the way – believing in the potential of every child, and fully supporting our teachers and leaders. We invite you to join us on this journey.

A large photograph of a woman with long brown hair wearing a pink sweater and a black jacket, and a young boy with short dark hair wearing a black jacket. They are both smiling and standing in a classroom. The boy is giving a thumbs up. In the background, there are wooden tables, blue chairs, and other people. A sign on the wall says "COMPOST".

THANK YOU

Dear Chelsea Community,

Thank you so much for giving your time to share with us about the work that is going well in our schools and the work that we need to focus on to ensure we are providing the highest quality of education possible to our students. This strategic plan is our North Star that will guide us to the next level of excellence. We look forward to working with our entire community to achieve our goals! Your unwavering support is appreciated.



Thank you!

Almi G. Abeyta

Dr. Almi G. Abeyta



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