



BAY DISTRICT SCHOOLS

STRATEGIC PLAN
2025-2030

Superintendent Mark McQueen
Approved March 25, 2025
<https://bay.k12.fl.us>



Bay District Schools deliver high quality education in a collaborative, safe, and respectful environment. Our commitment is to inspire students in the development of character with the acquisition and use of knowledge and skills as we prepare them for life and work in a diverse, global economy. Our Superintendent, School Board, school leaders, teachers, and staff are wholly committed to educational excellence with consistent, incremental improvement in student achievement.

Mission

With Transparent accountability, our mission is to promote consistent attendance, inspire academic achievement, celebrate artistic expression, and encourage athletic excellence to create lifelong learners who put the "A" back in Bay!

Bay District Schools

2025-2030 Strategic Plan

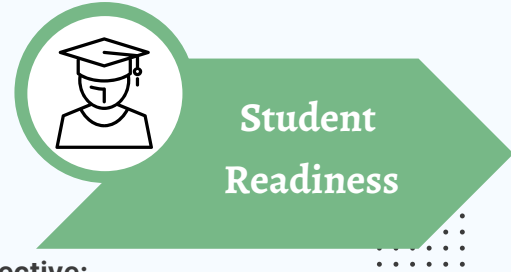


Objective:

Build and maintain a foundation of transparency and trust among students, parents, and the community that supports student achievement and strengthens community bonds.

Critical initiatives:

- Promote mutual communication among stakeholders.
- Expand community events and provide opportunities for stakeholder interaction.
- Strengthen partnerships with local colleges.
- Engage with workforce leaders.
- Foster trust and transparency.



Objective:

Prioritize student readiness to become productive citizens.

Critical initiatives:

- Establish system-wide expectations for character education and positive behavior systems.
- Engage students through a variety of extracurricular activities.
- Improve attendance for all students.



Objective:

Prioritize academic achievement to ensure success for all students.

Critical initiatives:

- Increase academic achievement among all students.
- Engage students through a variety of extracurricular activities including but not limited to, arts, athletics, and CTE.
- Increase graduation rate.

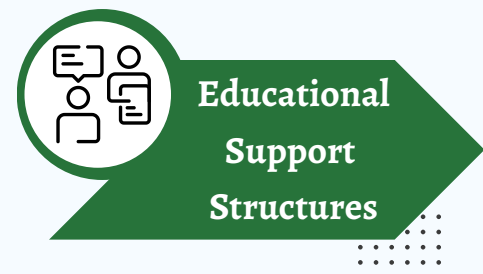


Objective:

Build a culture that supports the needs of all employees and enhances recruitment and retention to achieve optimal performance.

Critical initiatives:

- Create a framework of professional learning to meet the identified needs of all employees.
- Create outreach and advertising systems to enhance the recruitment of highly qualified professionals.
- Create a system of leadership development.
- Develop a culture of feedback for leaders and teachers that prioritizes lifelong learning to enhance growth and retention.

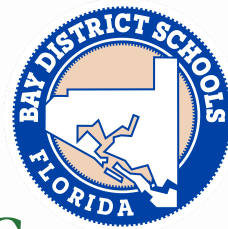


Objective:

Collaborate with key stakeholders to create and sustain a systematic plan of educational support structures focused on student learning and development.

Critical initiatives:

- Improve operational efficiency and effectiveness.
- Identify and implement systemic evidence-based practices and support systems to meet students learning and developmental needs.
- Enhance and continuously improve safe and secure facilities and environments.
- Evaluate the usage of technology systems and software.



2025-2026 Critical Initiatives

Create a framework of professional learning to meeting the identified needs of all employees

Increase academic achievement for all students

Improve operational efficiency and effectiveness

Promote mutual communication among stakeholders

Establish system-wide expectations for character education and positive behavior systems

Create outreach and advertising systems to enhance the recruitment of highly qualified professionals





2025–2026 PRIORITIES, OUTCOMES, & KEY MEASURES

Academic Achievement

Critical Initiative: Increase Academic Achievement among all students.

Intended Outcome: Students are ready for the next level of learning and graduation.

Key Measures:

- Increase the percentage of students at and/or above grade level by 5 percentage points over five years.
- Increase district graduation rate by 5 percentage points over 5 years.

Student Readiness

Critical Initiative: Establish system-wide expectations for character education and positive behavior systems.

Intended Outcome: Improve student behaviors and increase school culture.

Key Measures:

- Reduction of exclusionary discipline by 5 percentage points.
- Increase in positive school culture by 3 percentage points.

Educational Support Structures

Critical Initiative: Improve operational efficiency and effectiveness.

Intended Outcome: Clear standard operating procedures for improved efficiency and fiscal accountability.

Key Measures:

- Established baselines for effectiveness & efficiency.
 - Structure for return of investment (ROI) for cost-benefit analysis.
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2025-2026 PRIORITIES, OUTCOMES, & KEY MEASURES

Talent Development and Support

Critical Initiative: Create a framework of professional learning to meet the identified needs of all employees.

Intended Outcomes: Alignment of professional learning offerings and resources that meet the identified needs of all employees.

Key Measures:

- A minimum of 75% of employees indicating satisfaction with Professional Learning.
- A minimum of 75% of employees will implement learned strategies as indicated on the specified observation/evaluation tools.

Critical Initiative: Create outreach and advertising systems to enhance the recruitment of highly qualified professionals.

Intended Outcomes: Increased number of eligible and qualified applicants and filled positions.

Key Measures:

- Increase the number of qualified applicants by 5%.
- Decrease the number of instructional vacancies for the first day of school by 5%.
- Decrease the number of non-instructional vacancies for the start day of school by 5%.

Community Engagement

Critical Initiative: Promote mutual communication among stakeholders.

Intended Outcomes: Increased meaningful interaction and engagement with stakeholders.

Key Measures:

- Improved perception data regarding communication by 5% for each stakeholder group.
- Increase the active parent portal accounts by 5%.