



JACKSONVILLE
**PUBLIC
EDUCATION**
FUND

Powering Potential

STRATEGIC FRAMEWORK (FY 2027-2030)



Ensuring Every Student is Future Ready

www.jaxpef.org



INTRODUCTION AND PURPOSE

This strategic framework reflects collective learning from JPEF Board, staff, and Strategic Planning Task Force conversations, as well as insights from community interviews, background research, and planning materials. It is designed to serve as a clear, future-oriented foundation for JPEF’s priorities and investments in FY 2027–2030.

The framework is explicitly future facing. It honors JPEF’s proud history and measurable contributions to Jacksonville’s education progress, while recognizing that the city, the education landscape, and the future facing today’s children are changing rapidly. Advances in artificial intelligence, shifts in the workforce, population growth, and persistent opportunity gaps demand that JPEF evolve beyond a focus on quality education alone toward a broader commitment to future-ready and quality education.

OUR STORY

JPEF was founded more than fifteen years ago through a civic commitment to quality public education for every student. Through advocacy, research, partnerships, and community engagement, this work contributed to historic gains in Duval County, including the district’s first-ever A rating in 2025, significantly improved graduation rates, and increased public confidence in public education.

Over time, JPEF has leveraged data and research to inform and engage the community, driving productive alignment around strategies and priorities that more effectively meet the needs of diverse learners. A few key contributions include:



Improving Graduation Outcomes Through Data-Driven Action

JPEF led Learning to Finish, a cross-sector collaboration that used student-level data to identify learners at risk of not graduating and align targeted supports and pathways to completion. This work helped drive an increase in Duval County's graduation rate from the mid-50 percent range to the 80s and 90s in recent years.



Aligning Community Voice with System Priorities, Innovation and Improvement

Through the ONE by ONE campaign, JPEF convened 170 community conversations that engaged more than 1,600 residents to surface shared priorities for Duval County Public Schools. These priorities were adopted in the district's strategic plan and guided millions of dollars in philanthropic investments in high-poverty communities through the Quality Education for All (QEA) Fund. JPEF further supported innovation and improvement through QEA Fund administration. During the QEA investment period, schools receiving QEA support demonstrated measurable improvement, including gains in school grades and student outcomes, reflecting the power of aligned community priorities, targeted investment, and sustained partnership.

Importantly, several innovations launched during the QEA Fund period have endured beyond the initial investment, including educator pipeline efforts such as the Jacksonville Teacher Residency and data tools like OneView, which continue to inform decision-making and support continuous improvement within Duval County Public Schools.



Mobilizing Public Will for Safe, Modern Learning Environments

JPEF conducted six years of public opinion research demonstrating consistent support for school facility investments and helped lead a community-wide campaign supporting the 2020 half-penny sales tax referendum. The measure passed with 67 percent voter approval, generating approximately \$1.9 billion to modernize school buildings.



Advancing Competitive Teacher Compensation

Building on more than a decade of research documenting strong community support for increased teacher pay, JPEF helped lead the 2022 1-mill property tax referendum campaign. Approved by 53 percent of voters, the measure provides teachers with annual supplemental bonuses of at least \$5,000 and supports arts and athletics programming.



Strengthening Teachers and the Teacher Pipeline

JPEF strengthened the teacher pipeline by elevating the profession, investing directly in educators, and supporting leadership pathways that extend beyond the classroom. Through efforts such as the EDDY Awards, the Cindy Edelman Excellence in Teaching Fellowship, the Teacher Leadership Initiative, and the Quality Education for All Fund, JPEF invested more than \$27 million directly into classrooms and educator development since 2010. Since 2021, JPEF has supported over 850 teachers, helping improve retention, expand teacher leadership, and strengthen a more representative educator workforce in Duval County.



Supporting School Leaders

JPEF supported school leaders by fostering collaboration, strengthening leadership capacity, and connecting principals and district leaders to data, peers, and innovative practices. Since 2019, the School Leadership Initiative has engaged and supported 54 school and district leaders to strengthen school culture, navigate change, and advance continuous improvement efforts focused on student success.



Empowering Parent Leaders

JPEF empowered parents as informed partners and advocates by building knowledge, confidence, and voice within the public education system. Through Parents Who Lead, a robust leadership development initiative implemented in partnership with Duval County Public Schools and Kids Hope Alliance, JPEF has engaged nearly 100 parent leaders since 2019 and sustained engagement across more than 65 school communities. JPEF helped increase parent confidence, strengthen advocacy, and support more effective family engagement in shaping educational opportunity.

Building on this proud legacy, we are looking boldly to the future.





NOW JACKSONVILLE IS AT A PIVOTAL MOMENT



Jacksonville stands at a critical inflection point in its growth and development. The city is now the most populous in Florida and among the fastest-growing metropolitan areas in the nation. Economic expansion, emerging industries, and rapid population growth present both opportunity and risk. Civic leaders are increasingly united around a shared aspiration: to ensure Jacksonville becomes a truly world class city. At the heart of this moment, the central question facing the community is not whether Jacksonville is growing, but whether its children, educators, families, and institutions are prepared for the future.

At the same time, education systems are more fragmented, the pace of change is accelerating, and success increasingly requires new competencies alongside strong academic foundations. This moment calls for renewed leadership that bridges Jacksonville's past progress with the demands of future readiness.



A FUTURE-ORIENTED JPEF

Our vision and mission remain unchanged:

- **Vision:** Every student is inspired and prepared for success in college or a career and life.
- **Mission:** JPEF activates community support, connects its partners, and advances effective ideas for the success of all students.

To accomplish this mission, JPEF will focus its efforts on ensuring students in every neighborhood, and the adults who support them, are prepared to read well, think critically, create boldly, and lead with heart.

We will strive to make Jacksonville a city where every student is future-ready. This future reframes education not only as preparation for school success, but as preparation for life, work, citizenship, and belonging in a rapidly changing world.



JPEF'S STRATEGIC ROLE

JPEF stands as a bridge-builder, connecting people, ideas, data, and systems to advance student and community outcomes. Through this role, JPEF innovates, learns, connects, and helps shape future directions.

JPEF's role is defined by three interconnected functions:

1. Trusted Source of Insight

JPEF will continue to serve as a credible, nonpartisan source of education data, research, and analysis, helping the community understand what is changing, why it matters, and what it means for Jacksonville's children and youth.

2. Convener and Connector

JPEF will use its relationships and reputation to align stakeholders, reduce fragmentation, and create shared understanding across education, civic, nonprofit, and business sectors.

3. Catalyst for Future-Ready Practice

Through leadership development, innovation-oriented initiatives, and partnerships, JPEF will help educators, students, and families build the skills and mindsets needed for the future.



STRATEGIC GOALS

For 2030, JPEF will:



Goal 1: Strengthen Educator and School Leadership for the Future

Invest in educator and leader development that emphasizes innovation, adaptability, and the skills required to support future-ready learners.

Progress Indicators:

1. Improved educator and leadership practice, including the use of innovative and evidence-based approaches with students demonstrating future-ready competencies.
2. Strengthen leadership competencies that enhance school cultures that support collaboration, continuous improvement, and student-centered learning.

Strategies:

- A. Recognize and support excellence in teaching and school leadership.
- B. Invest directly in educators with classroom and school-based grants.
- C. Lead learning communities focused on innovation and future-ready instructional practices.
- D. Generate and apply research to strengthen educator practice and leadership development.



Goal 2: Empower Students and Families as Partners

Expand opportunities for students and families to build influence, voice, and confidence in navigating evolving education systems and the broader education ecosystem.

Progress Indicators:

1. Increase number of families reached to strengthen parent engagement as informed advocates in their children's education and school communities.
2. Increase opportunities for students to participate in career and other community connected learning experiences.

Strategies:

- A. Provide resources and training that equip parents with knowledge, skills and confidence to advocate for students.
- B. Support student learning in school and community settings as part of the emergence of more flexible learning models.
- C. Guide research practices that elevate voice, inform improvement, and strengthen civic engagement.

Goal 3: Lead Civic Dialogue and Collective Action



Strengthen JPEF's position as a central convener on education by connecting future-ready education conversations to civic and economic priorities.

Progress Indicators:

1. Increased recognition of JPEF as an independent trusted source of education insight.
2. Successful passage of voter-approved funding measures that support public education priorities.

Strategies:

- A. Increase shared understanding and collective action emerging from future-oriented education forums.
- B. Produce and disseminate research and credible information about current and emerging trends shaping education, workforce and future readiness.
- C. Increase access to information, data, and cross-sector connections, broadening understanding and opportunities for action on education.
- D. Engage with partners across sectors on key education issues to sustain momentum around community-wide efforts.



Goal 4: Build Organizational Focus and Sustainability

Align JPEF's internal capacity, partnerships, and resources to support long-term leadership, financial sustainability, and measurable impact.

Progress Indicators:

1. Annual balanced budget with at least 6-12 months of operational reserves and growth in the general operating endowment.
2. Strong staff engagement, reflecting a healthy and supportive organizational culture.
3. Increased positive brand awareness and clarity around JPEF's role and value across key stakeholder groups.

Strategies:

- A. Lead robust and diverse fundraising activities to ensure long-term financial stability.
- B. Support staff with competitive compensation, professional growth opportunities, and a positive, mission-aligned work culture.
- C. Engage stakeholders and partners through clear, consistent, and compelling communications and outreach.
- D. Strengthen organizational governance, systems, and structures for aligned and effective efforts.





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