

FY 2024-2025 City Grant Proposal Term Sheet

Grant Recipient: Jacksonville Public Education Fund, Inc. (“JPEF” or “Recipient”)

Program Name: Franklin L. Smith Educator Leadership Initiatives Program (the “Program”)

City Funding Request: \$10,000

Contract/Grant Term: July 1, 2025– June 30, 2026

Any substantial change to this FY 2024-2025 City Grant Proposal Term Sheet (the “Term Sheet”) or a budget change not within 10% of the attached Program budget line-items will require City Council approval.

PROGRAM OVERVIEW:

Educator Leadership Initiatives

Supporting educator development is at the heart of the Duval Public Education Fund, a/k/a Jacksonville Public Education Fund’s (“JPEF”) mission to improve student outcomes. JPEF’s Franklin L. Smith Educator Leadership Initiatives Program offers a cost-effective and impactful approach to strengthening public education by equipping teachers and school leaders with the skills, coaching, and support they need to thrive. Three key Programmatic components are highlighted below:

- 1) The Teacher Leadership Initiative (TLI) - provides monthly workshops, day-to-day coaching, and action research opportunities for teachers to improve key indicators such as student-teacher relationships, reading proficiency, attendance, and behavior. Teachers develop and apply design thinking skills to solve real challenges in their classrooms and schools, impacting over 100 educators across the school district.
- 2) The Delores Barr Weaver Peer Coaching Program - pairs experienced teachers with early-career educators to provide personalized, year-long coaching and support. This relationship-based approach strengthens teacher retention and classroom effectiveness in high-need schools.
- 3) The School Leadership Initiative - trains principals and assistant principals in healing-centered leadership practices to foster safe, inclusive, and supportive school environments.

Together, these initiatives form a pipeline of empowered educators driving student success and long-term improvement in Jacksonville’s public schools. Adding to JPEF’s longstanding track record of excellence in recognizing and supporting leading educators across Duval County.

PROGRAM SCOPE OF WORK AND DELIVERABLES:

The Jacksonville Public Education Fund is advancing educator effectiveness in Duval County’s highest-need communities by supporting teachers and school leaders in developing transformational leadership practices. JPEF’s Franklin L. Smith Educator Leadership Initiatives Program serves educators across the city of Jacksonville with an eye toward ensuring educators serving in high-need communities participate and receive support. The project includes the following integrated Program components:

- Deliver professional development and coaching to 25 teacher leaders through the *Teacher Leadership Initiative*, running July 2025 to April 2026. This initiative equips educators with skills in design thinking, defining problems, testing solutions, and iterating improvements to improve outcomes in four key areas:
 - Student-teacher relationships
 - Grade-level reading proficiency

- Student attendance
 - Reduction in disciplinary incidents
- Monitor progress through five checkpoints (Oct. 2025 – May 2026) with the goal that 80% of teacher leaders demonstrate skill application and measurable impact by April 2026.
 - Host up to four open workshops engaging up to 100 teachers districtwide in core leadership and innovation training.
 - Provide individualized coaching through the Delores Barr Weaver Peer Coaching Program – pairing experienced teachers with early-career educators for 10 sessions of 1-on-1 and group-based instructional support. Coaches will also participate in facilitated communities of practice throughout the academic year.
 - Deliver quarterly professional development sessions for up to 25 school leaders through the *School Leadership Initiative*, supporting implementation of healing-centered leadership practices rooted in *The Four Pivots* framework. Leaders will be trained to build relational trust, promote student well-being, and implement restorative practices in schools across Duval County.
 - Track and report Program outcomes via multiple methods including participant surveys, attendance data, instructional artifacts, and school-level performance metrics. Final impact reports will be synthesized by June 2026 to assess progress and guide future investment.
 - The School Leadership Initiative Program and this partnership will culminate at a closing reception event in July 2026. During the event, we will hold up how Duval’s principals and educators are leading bold changes in our schools and changing lives, and we will recognize a leading educator with the Franklin Smith Award.

These deliverables represent a strategic investment in the talent, training, and retention of public educators serving Jacksonville’s communities.

PROGRAM COSTS/PAYMENT TERMS:

The City of Jacksonville funding includes the following: \$10,000 toward the salary of JPEF’s Vice President who oversees all of JPEF’s programs, including Educator Leadership Initiatives Program. Specifically, the Vice President leads the School Leadership Initiative.

City funds shall be expended in accordance with the approved budget for the sole benefit of Duval County educators. City funds will be disbursed on a reimbursement basis upon the City’s receipt and approval of required documentation including but not limited to paid invoices, cleared checks and bank statements.

PROGRAM IMPACT & REPORTING:

JPEF is proud to share that the achievements of our Franklin L. Smith Educator Leadership Initiatives Program in FY 2023-2024 (July 2023 - June 30, 2024) were that the Teacher Leadership Initiative engaged over 350 educators, with 95% of surveyed participants reporting high satisfaction and 100% of school leaders indicating increased capacity to support students and improve school climate. Notably, 83% of teachers said JPEF programming encouraged them to stay in the profession, and 90% would recommend it to others. Longitudinal data from Duval County Public Schools shows steady improvement in school culture metrics among participating schools, though academic outcomes, particularly in reading, remain a broader challenge impacted by external factors.

JPEF uses a robust, mixed-methods approach to impact evaluation, combining quantitative and qualitative data from both primary and secondary sources. JPEF tracks individual-level and Program-wide progress through surveys, observational data, and performance metrics at the beginning, midpoint, and end of each academic year. Monthly benchmarking will also be conducted through facilitated workshops to assess the adoption and application of targeted skills.

Teacher Leadership Initiative (TLI) Reporting Goals – 2025–2026

- 25 teachers will be enrolled in the Program, with 80% (20 teachers) expected to demonstrate successful use of design thinking to improve learning outcomes.
- Baseline classroom and school-level data will be collected at the start of the Program and tracked at two additional time points.
- Teachers will report:
 - Number and percent of students proficient in state reading and math assessments
 - Number and race of students receiving disciplinary referrals
 - Student attendance rates
 - Strength of teacher-student relationships (measured by teacher self-assessment and feedback)
- Participants will provide open-ended feedback about their Program experience and documented changes observed.
- Outcomes tracked will include documented improvements in one or more of the following:
 - Grade-level reading proficiency
 - Student attendance
 - Reduction in discipline referrals
 - Strengthened teacher-student relationships

School Leadership Initiative Reporting Goals – 2025–2026

- At least 25 school leaders will participate in quarterly learning sessions.
- 85% of participants will complete all Program requirements
- 80%+ of participants will demonstrate progress in monthly reporting on implementation of healing-centered practices.
- Satisfaction metrics:
 - 85%+ of respondents will report being satisfied or very satisfied with JPEF’s programming
 - 75%+ will report increased access to best practices and resources
 - 70%+ will report improved capacity to support students
 - 70%+ will report increased capacity to support school staff

Ongoing Monitoring and Evaluation

JPEF staff will conduct qualitative observations and facilitate 1-on-1 check-ins and community of practice discussions to document teacher and leader growth over time. Each Program initiative will conclude with a final impact report in June 2026 that includes both narrative and quantitative summaries of Program reach, participant progress, and key outcomes. This comprehensive evaluation will guide continuous improvement and inform future investments in educator leadership.

Recipient shall be required to provide the City with a report no later than 45 days after the completion of the Program. The required report shall detail the outcome of the Program in terms of the Program success metrics referenced above.

ADDITIONAL GRANT REQUIREMENTS AND CONDITIONS:

Recipient's expenditure of City funds for the Program and the provision of services shall be subject to Chapter 118, Parts 1 – 5 of the *Jacksonville Ordinance Code*, and the terms and conditions of any contract entered into between the City and Recipient. Recipient shall use the City funds for the Program in accordance with the City Council approved Term Sheet and Program budget. The City's Grant Administrator may amend this Term Sheet or the approved Program budget consistent with the Program's needs, provided that any substantial change to this Term Sheet or a budget change not within 10% of the attached Program budget line-items will require City Council approval.

FY 2024 City Grant - Complete Program Budget Detail

Lead Agency: Jacksonville Public Education Fund, Inc.

Program Name: Franklin L. Smith Educator Leadership Initiatives

Agency Fiscal Year: July 1 to June 30

BUDGET								
Categories and Line Items	Prior Year Prg Funding FY 2023-2024	Current Year Prg Budget FY 2024-2025	Total Est. Cost of Program FY 2024-2025	Agency Provided Funding	All Other Program Revenues	Funding Partners		
						City of Jacksonville (City Grant)	Federal/ State & Other Funding	Private Foundation Funding
I. Employee Compensation								
Personnel - 01201 (list Job Title or Positions no names)								
1 President	\$17,684.47	\$20,728.85	\$20,728.85	\$20,728.85	\$0.00	\$0.00	\$0.00	\$0.00
2 Vice President	\$16,614.11	\$25,797.43	\$25,797.43	\$12,671.19	\$0.00	\$10,000.00	\$0.00	\$3,126.24
3 Strategic Initiatives Director	\$45,266.00	\$41,818.00	\$41,818.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,818.00
4 Strategic Initiatives Manager	\$3,020.16	\$13,713.00	\$13,713.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13,713.00
5 Program Associate	\$1,450.45	\$22,999.80	\$22,999.80	\$0.00	\$0.00	\$0.00	\$0.00	\$22,999.80
6 Data & Research Sr. Director	\$974.64	\$1,169.11	\$1,169.11	\$1,169.11	\$0.00	\$0.00	\$0.00	\$0.00
7 Data & Research Sr. Manager	\$211.81	\$150.64	\$150.64	\$150.64	\$0.00	\$0.00	\$0.00	\$0.00
8 Data & Research Manager	\$410.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
9 Policy & Advocacy Manager	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10 Engagement & Partnerships Manager	\$1,498.85	\$92.70	\$92.70	\$92.70	\$0.00	\$0.00	\$0.00	\$0.00
11 Marketing & Communications Director	\$719.53	\$1,347.70	\$1,347.70	\$1,347.70	\$0.00	\$0.00	\$0.00	\$0.00
12 Communications Associate	\$27.68	\$185.40	\$185.40	\$185.40	\$0.00	\$0.00	\$0.00	\$0.00
13 Finance & Administration Director	\$10,293.44	\$9,634.31	\$9,634.31	\$9,634.31	\$0.00	\$0.00	\$0.00	\$0.00
14 Development Sr. Director	\$11,579.37	\$16,180.48	\$16,180.48	\$16,180.48	\$0.00	\$0.00	\$0.00	\$0.00
15 Development Manager	\$3,750.57	\$10,757.60	\$10,757.60	\$10,757.60	\$0.00	\$0.00	\$0.00	\$0.00
16 Communications & Development Manager	\$4,440.58	\$8,497.50	\$8,497.50	\$8,497.50	\$0.00	\$0.00	\$0.00	\$0.00
17 Office Associate/Executive Assistant	\$4,734.45	\$6,510.63	\$6,510.63	\$6,510.63	\$0.00	\$0.00	\$0.00	\$0.00
18	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
21	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
22	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
25	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
27	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
28	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Employee Compensation	\$122,676.37	\$179,583.15	\$179,583.15	\$87,926.11	\$0.00	\$10,000.00	\$0.00	\$81,657.04
Fringe Benefits								
Payroll Taxes - FICA & Med Tax - 02101	\$12,128.03	\$13,885.59	\$13,885.59	\$13,885.59	\$0.00	\$0.00	\$0.00	\$0.00
Health Insurance - 02304	\$17,811.51	\$25,697.60	\$25,697.60	\$25,697.60	\$0.00	\$0.00	\$0.00	\$0.00
Retirement - 02201	\$3,875.79	\$1,803.04	\$1,803.04	\$1,803.04	\$0.00	\$0.00	\$0.00	\$0.00
Dental - 02301	\$698.01	\$1,007.06	\$1,007.06	\$1,007.06	\$0.00	\$0.00	\$0.00	\$0.00
Life Insurance - 02303	\$109.45	\$157.90	\$157.90	\$157.90	\$0.00	\$0.00	\$0.00	\$0.00
Workers Compensation - 02401	\$332.36	\$380.53	\$380.53	\$380.53	\$0.00	\$0.00	\$0.00	\$0.00
Unemployment Taxes - 02501	\$897.78	\$1,027.88	\$1,027.88	\$1,027.88	\$0.00	\$0.00	\$0.00	\$0.00
Other Benefits - (Vision, STD/LTD)	\$544.37	\$785.39	\$785.39	\$785.39	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Taxes and Benefits	\$36,397.30	\$44,744.99	\$44,744.99	\$44,744.99	\$0.00	\$0.00	\$0.00	\$0.00
Total Employee Compensation	\$159,073.67	\$224,328.14	\$224,328.14	\$132,671.10	\$0.00	\$10,000.00	\$0.00	\$81,657.04
II. Operating Expenses								
Occupancy Expenses								
Rent - Occupancy -04408	\$6,631.26	\$11,747.36	\$11,747.36	\$5,872.95	\$0.00	\$0.00	\$0.00	\$5,874.41
Telephone - 04181	\$1,265.15	\$2,008.55	\$2,008.55	\$1,004.15	\$0.00	\$0.00	\$0.00	\$1,004.40
Utilities - 04301	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Maintenance and Repairs - 04603	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Insurance Property & General Liability - 04502	\$1,052.09	\$1,356.38	\$1,356.38	\$1,356.38	\$0.00	\$0.00	\$0.00	\$0.00
Other - (Parking)	\$2,026.73	\$3,124.41	\$3,124.41	\$1,562.01	\$0.00	\$0.00	\$0.00	\$1,562.40
Office Expenses								
Office and Other Supplies - 05101	\$15,173.14	\$15,475.00	\$15,475.00	\$1,425.00	\$0.00	\$0.00	\$0.00	\$14,050.00
Postage - 04101	\$119.79	\$255.00	\$255.00	\$255.00	\$0.00	\$0.00	\$0.00	\$0.00
Printing and Advertising - 04801	\$18,757.60	\$837.47	\$837.47	\$837.47	\$0.00	\$0.00	\$0.00	\$0.00
Publications - 05216	\$304.82	\$151.88	\$151.88	\$151.88	\$0.00	\$0.00	\$0.00	\$0.00
Staff Training - 05401	\$1,079.45	\$1,399.50	\$1,399.50	\$1,399.50	\$0.00	\$0.00	\$0.00	\$0.00
Directors & Officers - Insurance - 04501	\$148.69	\$188.62	\$188.62	\$188.62	\$0.00	\$0.00	\$0.00	\$0.00
Professional Fees & Services (not audit) - 03410	\$148,683.36	\$20,187.24	\$20,187.24	\$7,229.24	\$0.00	\$0.00	\$0.00	\$12,958.00
Background Screening - 04938	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other - Equipment under \$1,000 - 06403	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other - (meeting expenses)	\$28,660.21	\$16,873.75	\$16,873.75	\$3,273.75	\$0.00	\$0.00	\$8,000.00	\$5,600.00
Travel Expenses								
Local Mileage - 04021	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Parking & Tools - 04028	\$18,106.86	\$11,060.00	\$11,060.00	\$1,560.00	\$0.00	\$0.00	\$0.00	\$9,500.00
Equipment Expenses								
Rental & Leases - Equipment - 04402	\$524.87	\$645.00	\$645.00	\$645.00	\$0.00	\$0.00	\$0.00	\$0.00
Vehicle Fuel and Maintenance - 04216	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Vehicle Insurance -04502	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other - (Please describe)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Client Expenses - 08301								
Client Rent	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Client Utilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Client Food	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Client Medical	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Client Educational	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Client Personal	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Client Other (Grants)	\$44,556.04	\$65,500.00	\$65,500.00	\$0.00	\$0.00	\$0.00	\$17,000.00	\$48,500.00
Client Other (Awards)	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Operating Expenses	\$293,090.06	\$156,810.16	\$156,810.16	\$32,760.95	\$0.00	\$0.00	\$25,000.00	\$99,049.21
III. Operating Capital Outlay (OVER \$1,000)								
Machinery & Equipment - 06402	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Computers & Software - 06427	\$9,647.95	\$9,295.16	\$9,295.16	\$4,758.41	\$0.00	\$0.00	\$0.00	\$4,536.75
Other - (Please describe)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Capital Outlay	\$9,647.95	\$9,295.16	\$9,295.16	\$4,758.41	\$0.00	\$0.00	\$0.00	\$4,536.75
Direct Expenses Total	\$461,811.68	\$390,433.46	\$390,433.46	\$170,190.46	\$0.00	\$10,000.00	\$25,000.00	\$185,243.00
Percent of Budget	-	-	100.0%	43.6%	0.0%	2.6%	6.4%	47.4%

Last Modified: 03/16/2023

All City Grant items listed must be included in the narrative section of the budget.

Budget Narrative for Selected Items of Cost
FY 2024 City Grant Application
Program Budget Narrative (Max. 2 Pages)
Proposed Funding Period: FY 2023-2024
COJ Funding Only

Agency: Jacksonville Public Education Fund, Inc.

Program Name: Franklin L. Smith Educator Leadership Initiatives Program

EXPENSES: Please provide narrative description for all categories listed below for which you are seeking **City Funding Only**.

We have included those required elements in the spaces below. See instructions when listing personnel expenses.

Please feel free to add additional lines as necessary to provide explanations using the line insert feature.

I. Employee Compensation * (not related to costs of the office of the governor of a state or the chief executive of a political subdivision)

Salary & Wages

Vice President \$ 10,000.00

JPEF calculates staff costs as a percentage of time to each program/initiative, plus an allocation of general operations to each JPEF initiative. The Vice President oversees all programs, including the Educator Leadership Initiatives Program. Within the Educator Leadership Initiatives Program, she leads the School Leadership Initiative

Payroll Taxes & Benefits

JPEF calculates staff benefits costs as a percentage of time to each Program initiative

II. Operating Expenses

Occupancy Expenses

Office Expenses

Travel Expenses - not related to entertainment expenses

Equipment Expenses

Direct Client Expenses

III. Operating Capital Outlay: