

**2026 - 2030**  
**STRATEGIC PLAN**



**PARK CITY**  
**EDUCATION**  
**FOUNDATION**







# Leading with Vision, Inspiring Success

*Dear Friend,*

We are proud to share the Park City Education Foundation's (PCEF) 2026–2030 Strategic Plan with our partners, supporters, and the broader community. This plan reflects months of thoughtful engagement, collaboration, and visioning, all centered on our core values and commitment to student success.

With guidance from the Pathway Group, our Strategic Planning Committee—comprised of members of the PCEF Board of Directors, staff, and community members—led a comprehensive process to guide the organization into our next chapter of impact. We launched our planning in August 2024 with a robust community-wide assessment, including:

- 11 stakeholder interviews
- 3 community listening sessions
- 380 survey responses from community members

Between October 2024 and March 2025, our Board of Directors met in full sessions and smaller working groups to review community input, align around organizational priorities, and shape a vision that is both ambitious and achievable. The four core focus areas that emerged from those discussions are:

- **Program Strategy:** In partnership with PCSD, educators, and leadership, PCEF funds and resources program initiatives within the entire PCSD ecosystem that equitably impact students' academic and lifelong potential.
- **People and Operations:** PCEF values different perspectives and backgrounds, inspires curiosity, encourages employees to take risks, and promotes compassion and kindness. Our staff and Board of
- **Communications:** PCEF's clear, inclusive communications strengthens community engagement, amplifies our mission, and drives funding success.
- **Revenue Generation:** PCEF is the key philanthropic partner of our school district, supporting programs that enhance and elevate educational experience across the entire PCSD ecosystem.

In addition to the four focus areas, our Board of Directors reaffirmed a foundational belief: **PCEF exists to fund and support educator-powered initiatives.** This central tenet remains at the heart of our mission, guiding all our work and decision-making.

To achieve the greatest impact, we recognize the need to stay **laser-focused on inspiring philanthropic support** that fuels these educator-driven ideas. This ensures every Park City School District student has the resources to succeed and is inspired to reach their academic and lifelong potential.

As part of this strategic plan, our Board is embracing a shift in mindset—from supporting specific initiatives to intentionally **backing the entire PCSD ecosystem.** This evolution reflects our belief that real, lasting impact comes from a systems-wide approach, grounded in equity and guided by educators' voices.

We are also committing to a powerful principle: **"Do Less, Better."** Over the next five years, this will apply to the breadth of programs we support, how we fundraise, and how we communicate.

By focusing our energy and resources more strategically, we aim to increase our effectiveness, deepen our impact, and remain true to what we do best—supporting students, teachers, and the Park City community.

We hope you find inspiration in this strategic plan—one that invites you to join us in shaping a brighter future for every student. Whether as a volunteer, advocate, or donor, your partnership is essential. Strong schools build strong communities—and it takes all of us.

Thank you for the vital role you play.

**Ingrid Whitley**

President & Chief Executive Officer  
Park City Education Foundation



# Gratitude, Collaboration, and Continued Success

This successful strategic planning effort was made possible through a deeply collaborative community process. Through active participation in surveys, interviews, and listening sessions, constituents across the PCEF community shaped the direction of the plan and ensured it reflects a broad range of voices and perspectives. By grounding our decisions in this rich input, PCEF's staff and board now have a clear, actionable roadmap to guide the organization's work in the years ahead.

We extend our sincere gratitude to everyone who contributed to this process. A special thank you goes to those who guided us along the way—offering thoughtful feedback, engaging in iterative discussions, and helping us refine our direction:

## BOARD

- Kim Abbett\*
- Hoby Darling\*
- Mike Dufner
- Caleb Fine
- Dr. Eileen Gallagher
- Rebeca Gonzalez\*
- Christine Grenney
- Jess Griffiths
- Bret Hughes
- Lyndsay Huntsman\*
- Suzanne Jacoby
- Jill Keagy
- Heather Koopman
- Holland Lincoln
- Katie Macc\*
- Kelly Manning
- Michelle Parker
- Mandy Pomeroy
- Laura Richey
- Ben Rifkin
- Pablo Rojas
- Jae Schmutz
- Kendall Stephens
- Allison Zarkos

## STAFF

- Kerry Bedell
- Jennifer Billow
- Lindsay Carreto
- Kara Cody\*
- Cynthia Mellin
- Valeria Sandoval
- Ingrid Whitley\*

## COMMUNITY

- Pamella Bello
- Kitty Northrop Friedman\*
- Julie Knapp
- Jessica Meister
- Liz Meyers
- Molly Miller
- Michelle Whitehead

\* denotes member of the  
Strategic Planning Committee

This strategic plan is the result of collective insight, shared commitment, and a unified vision for the future of education in Park City. It reflects not only where we are today, but where we aspire to go—together.



# Mission, Vision, Values

PCEF's mission, vision, and values were revisited and reaffirmed throughout the strategic planning process. Constituents were invited to reflect on these guiding principles during surveys, interviews, and listening sessions—and their feedback was clear and consistent: **our mission, vision, and values remain deeply relevant and strongly aligned with both our current work and future goals.** This affirmation provided a strong foundation for the focus areas and actions developed during the planning process.

## MISSION

We fund and support educator-powered initiatives that inspire all Park City students to reach their academic and lifelong potential.

## VISION

To help launch well-prepared, curiosity-driven, creative problem solvers who are ready to meet tomorrow's challenges.

## VALUES

### Partnership

*Stronger schools through deep collaboration with PCSD and community.*

### Classroom-Centered

*Educator and student voices drive everything we do.*

### Equitable and Inclusive

*We remove barriers so everyone can fully participate.*

### Park City

*Rooted in Park City. Powered by its people.*

### Nimble

*We adapt quickly to meet evolving needs.*

### Unwavering

*We're committed to lasting support, now and for generations.*





# Our Process, Your Voices

Beginning in August 2024, Park City Education Foundation (PCEF) launched its strategic planning process with the formation of a Strategic Planning Committee composed of staff, board members, and community representatives. This group was charged with guiding the direction of the planning effort, shaping the strategic focus, and providing feedback throughout the process.

The strategic assessment phase followed, grounded in a comprehensive review of existing organizational materials—including prior strategic plans, budgets, surveys, and documentation of current programs and operations. In parallel, PCEF deployed a series of engagement efforts to gather constituent input:

**380**

Survey responses

**11**

Interviews

**3**

Listening sessions





Key learnings from the assessment revealed both strengths and opportunities for growth:

### **Mission Alignment**

- Staff and board agreed Real World Learning and Preschool are highly aligned with PCEF's mission.
- Bright Futures, as it was structured, had lower mission alignment.
- Innovation Lab was a lower-priority for the future.

### **Awareness and Understanding**

- General support for PCEF's mission was high, but understanding of Signature Initiatives varied.
- Many community members—especially parents and Spanish-speaking families—were unclear on the difference between PCEF, PCSD, and PTOs.

### **Perceptions of Equity and Inclusion**

- Educators and parents stressed the importance of continued focus on underserved populations.
- Spanish-speaking families appreciated improved access, but requested more consistent Spanish-language materials.

### **Impact and Measurement**

- Stakeholders want clearer outcomes and stronger communication about the results of funded programs.
- Internal and external voices highlighted the need for improved impact storytelling.

### **Development and Fundraising**

- 75% of survey respondents donated in the last three years.
  - Donors feel positively about giving, but some feel overwhelmed by overlapping asks (e.g., PCEF and PTO).
- Others noted a focus on large gifts, with smaller donors feeling under-acknowledged.
- Board and Staff would like a renewed focus on completing the endowment campaign.

### **Internal Capacity and Structure**

- Staff flagged that the current structure feels stretched, especially in Development and Communications.
- Succession planning and operational redundancy were identified as key future needs.





Insights from this data collection phase were compiled, analyzed, and shared during a full-day strategy creation workshop that included staff, board, and committee members. This collaborative session resulted in the identification of four focus areas to reflect the essential components of our work:

- **Program Strategy** – *What we fund:* The programs we invest in to support students and educators.
- **People & Operations** – *How we get the work done:* The internal systems, culture, and team that drive our mission forward.
- **Revenue Generation** – *How we raise funds:* The strategies we use to inspire giving and sustain our work.
- **Communications** – *How we share our story:* The ways we build awareness, engage our community, and highlight our impact.

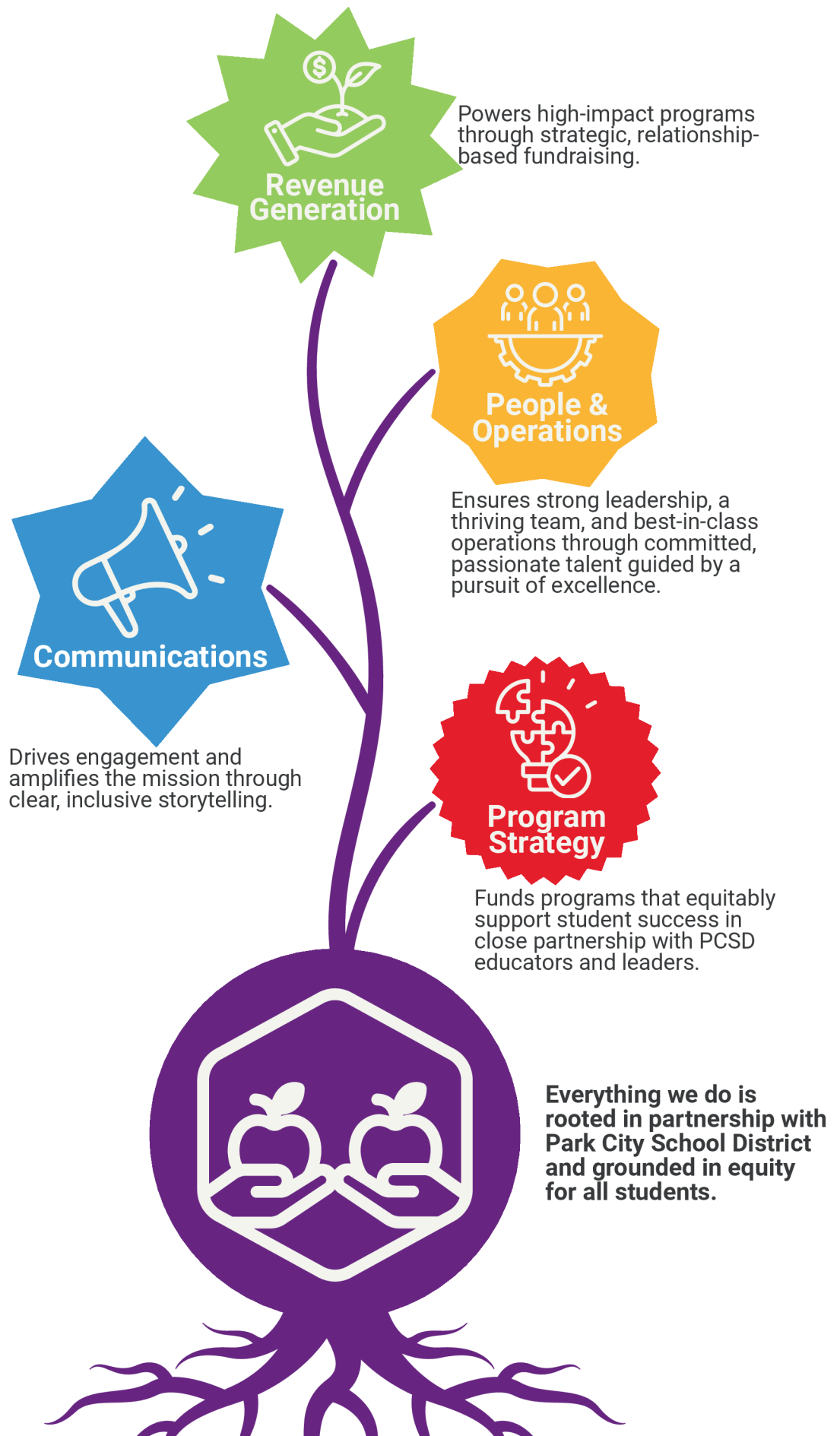


Following the workshop, we established working groups for each focus area. These groups engaged in deep-dive planning sessions to translate big picture strategies into actionable steps and clear success metrics that will guide our work over the next five years.

Working groups then presented, refined, and finalized the strategies during a full-day strategy integration workshop with staff, board and committee members, ensuring alignment across the organization and setting the stage for implementation.



# Envisioning Tomorrow: Focus Areas





# Equitable impact, Program Strategy



## In partnership with PCSD, educators, and leadership,

PCEF funds and resources program initiatives within the entire PCSD ecosystem that equitably impact students' academic and lifelong potential.



PCEF is committed to funding **educator-powered** programs.



# How we'll do it.

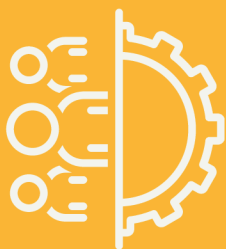
## Priorities

- Evaluate and update the eight signature initiatives to ensure alignment with current and future District priorities
- Align programmatic support with PCSD's strategic priorities
- Ensure funding supports all students and narrows opportunity gaps
- Align funding processes with PCSD's strategic plan
- Evolve Bright Futures to serve all first-generation PCSD students
- Elevate PCSD as a district of choice through robust educator support





# Organization of Choice, People & Operations



## PCEF values diverse perspectives and backgrounds,

fosters curiosity, encourages employees to take risks, and promotes empathy and kindness.

PCEF is the nonprofit organization of choice for passionate, mission-driven staff and board members who are committed to education. We are supported by efficient and effective operations that align with nonprofit best practices and position the organization for long-term success.



# How we'll do it.

## People Priorities

- PCEF is the nonprofit of choice for current and prospective employees
- Ensure seamless staff transitions and organizational continuity
- PCEF is the board of choice for parents and caregivers of PreK–12 students
- Board succession is seamless, ensuring stability and continuity

## Operational Priorities

- Ensure PCEF's financial health supports long-term sustainability
- Strengthen board governance and organizational decision-making
- Maintain strong operational infrastructure and external partnerships





# Solid Growth, Revenue Generation



## PCEF is the key philanthropic partner of our school district

supporting programs that enhance and elevate the educational experience across the entire PCSD ecosystem.





# How we'll do it.

## Priorities

- Donors understand PCEF's mission and are deeply invested in its success
- Set and achieve ambitious, yet realistic long-term fundraising goals
- PCEF and PCSD are fully aligned as fundraising partners
- Complete the Reaching New Heights endowment campaign





# Connecting with our community, Communications



## PCEF's clear, inclusive communications

strengthens community engagement,  
amplifies our mission, and drives  
funding success.







# How we'll do it.

## Priorities

- Foster widespread public awareness, understanding, and engagement with PCEF and its mission
- Consistently meet or exceed fundraising targets through effective communication





