

**AFFIDAVIT OF EBONY R. PUGH**  
*Director of Public Relations and Media Content*  
**School District of Pittsburgh**

---

I, Ebony R. Pugh, Director of Public Relations and Media Content, the School District of Pittsburgh, on this day of March 25, 2026, hereby solemnly swear and affirm, under penalty of perjury of law, that the following is true and accurate to the best of my information and belief:

1. The District utilized two external consultants, which either directly or indirectly, assisted in the District's work product of the Future Ready Facilities Plan.

**Greenway Strategy Group**

2. The first consultant, the Greenway Strategy Group, worked with the District to develop a comprehensive five-year strategic plan.
3. The intention of this strategic plan was to work with district leaders to develop a plan that will outline key goals, objectives, strategic initiatives, guardrails, implementation plans, and monitoring tools in alignment with the District's mission, vision, beliefs, theory of action, and priority goals.
4. This contract existed from May 1, 2023 to May 31, 2024.

**Education Resources, Strategies, Inc.**

5. The second consultant, the Education Resources, Strategies, Inc. (ERS) was hired by the District in 2024, upon authorization by the School Board during its April 24, 2024 Legislative Meeting, to provide a comprehensive analysis, engage with the community, and provide recommendations based on the proposed Facilities Utilization Plan drafted by the Leadership Team.
6. The operating period for this contract existed from May 1, 2024 though September 30, 2024.
7. ERS delivered a final report on October 28, 2024.
8. In 2025, ERS conducted interviews with District Administration staff to assess its performance regarding the Future Ready Plan.

\*\*\*\*

9. I attest that neither consultant mentioned above has worked with the District on substantive Future Ready Plan implementation, data, analyses, or review, since the dates noted above.
10. I can affirm that the District has not engaged with any other consultants, other than those stated above, as it relates to the FRFP.



Ebony R. Pugh  
Director of Public Relations and Media Content  
School District of Pittsburgh