



PITTSBURGH PUBLIC SCHOOLS

FUTURE-READY

FACILITIES PLAN UPDATE

Thursday, November 25, 2025

There Is a Plan Behind the Plan: Here Are the Facts

Thank you to everyone who participated in yesterday's public hearing. Public testimony is an essential part of public participation, and we appreciate every family, staff member, and community advocate who continues to engage in this work.

While we know everyone who spoke shared what they believed to be true, some comments may not have included the full context of the Implementation Plan. We want to ensure families have access to clear, accurate, and complete information.

This is not a new plan.



The Future-Ready Facilities Plan was presented to the Board in May 2025. What was released this fall is the Board-requested Implementation Plan - a detailed, 140-page analysis created to directly answer the eight questions posed by the Board.

This analysis includes:

- multi-year transition timelines and transition supports, such as co-design teams and Parent Ambassadors
- staffing projections and programmatic changes
- transportation impact
- a summary of the seven-year capital plan, including total capital investment by school

- financial analysis tied directly to long-term sustainability
- delivery model updates and instructional redesign

This work builds on the May 2025 plan and provides the deeper details the Board asked for—not a new proposal.

We are aware that some public comments have questioned the competence and intentions of District staff. The Implementation Plan summarizes a significant amount of work: instructional redesign, staffing analysis, capital sequencing, financial modeling, transportation planning, student supports, and more. Behind every strategy are extensive action steps, department-level plans, and operational workflows.

As with any public-facing document, information must be presented in a way that families can read, understand, and navigate. Summarization does not mean the work does not exist. Suggesting otherwise misrepresents the process and diminishes the professionalism, expertise, and dedication of the PPS staff who built this plan.

Our team - **composed of educators, analysts, operations professionals, and support staff** - has spent months developing the detailed components behind every strategy. Many are PPS graduates, PPS parents, and longtime residents of the communities we serve. Their work reflects deep technical expertise and an unwavering commitment to improving student outcomes.

There is no hidden agenda. The Implementation Plan is the operational response to the Future-Ready Plan the Board reviewed in May 2025. It reflects work across instructional redesign, staffing projections, capital planning, financial modeling, student supports, and transition logistics. Each element has been developed by PPS departments with deep expertise, through months of cross-department collaboration, and shaped by Board questions and community feedback.

Equity Drives Every Aspect of This Plan

We want to be very clear: equity is not an accessory to this plan. It is the foundation of it. Every recommendation and transition step is designed to expand access to high-quality programming, reduce long-standing disparities in building conditions, and ensure that students in predominantly Black and Brown communities receive the same opportunities, experiences, and resources as their peers across the city.

For too long, some schools have had fewer resources and greater facility needs. Maintaining the status quo, including keeping students in under-resourced and under-enrolled schools, has a real and measurable racial impact. Inaction is not neutral. It preserves inequities that generations of families have experienced and spoken out against.

It is also important to acknowledge the disproportionate impact that school moves and closures can have on our students. Black students represent nearly half of our District's enrollment, and many of the schools affected by facility challenges serve high numbers of Black students and students with IEPs. This reality makes it even more important that the plan centers equity, provides strong transition supports, and ensures that every student involved in these changes is cared for throughout the process.

We also want to address a point raised in recent conversations. High-quality learning does not come from a particular racial or socioeconomic mix of students. While diverse learning environments benefit everyone, no group of students exists to enhance the experience of another. Every child deserves excellent instruction, caring adults, and well-resourced schools because they are entitled to strong learning conditions on their own. Quality must not be defined by neighborhood or by proximity to diversity or affluence.

The goal of the Future-Ready Facilities work is to disrupt inequity, not reinforce it. This plan focuses on building strong, well-supported schools across the District so that all students - regardless of race, income, or zip code - experience the same level of quality, safety, and opportunity.

Community input continues to shape the plan.

Multiple revisions were made prior to the release of the final Future-Ready Facilities Plan in direct response to questions and concerns raised by families and staff. These updates include changes to transition supports, program placement, transportation pathways, feeder patterns, and attendance zones.

Key changes based on two years of family and community input include:

- Decreasing the number of proposed school closures from 16 to 12
- Reducing the number of building closures from 10 to 9
- Expanding English Language Development Centers from 11 to 18
- Extending the timeline by one school year to complete the Board-requested Feasibility Report
- Postponing the vote on facilities items to allow additional information to be provided to the Board and community
- Adjusting high school attendance zones on the East End to maintain stability where possible
- Refining feeder patterns and attendance zones based on community feedback and facility walkthroughs

Community input has strengthened this plan at every stage, and it will continue to be essential should we move into implementation. We remain committed to listening, learning, and making adjustments that support students, families, and staff.

Understanding the financial impact matters.

The Future-Ready Facilities Plan reflects the administration's commitment to being responsible stewards of public dollars—aligning our physical footprint with current enrollment, investing in fewer but stronger schools, and stabilizing the District's long-term financial outlook.

Without action, the District will continue to face the same long-standing challenges the plan was designed to address: a growing structural deficit, resources stretched across too many buildings, and millions of dollars spent each year to operate and maintain underutilized facilities.

Our commitment to stewardship ensures every dollar advances opportunity:

- Consolidation from 54 to 44 buildings → Balanced capacity and equitable access.
- \$102.9M in cost avoidance → Reinvested in students and classrooms.
- Transportation redesign → Shortened rides, greener operations, and \$5.6M annual savings.
- Energy efficiency upgrades → Lowered costs, higher sustainability.

If no plan moves forward, these costs do not disappear. They increase. This places additional pressure on the General Fund, limiting the District's ability to invest in academic programming, student supports, and modern, safe learning environments. It also shifts a greater long-term burden onto taxpayers, who would ultimately absorb the escalating costs of maintaining an inefficient system.

Ultimately, we act at the will of the Board and stand ready to implement whichever direction they determine is in the best interest of our students, families, and the long-term health of the District. Our commitment is to carry out that decision responsibly, transparently, and with a continued focus on strong stewardship of public resources.

Do you want to learn more about the Future-Ready Facilities Plan?

We encourage families to review the full Implementation Plan and FAQs at:
www.pghschools.org/futureready.

Our commitment remains:
Students First. Always in All Ways.

Future-Ready Facilities Plan



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